

السعودية



EUROPE'S BUSINESS NEWSPAPER

# FINANCIAL TIMES

URUGUAY ROUND  
Grassroots anxiety  
on US farms  
Page 20

FT No. 31,293  
THE FINANCIAL TIMES LIMITED 1990

Friday November 2 1990

D 8523A

World News Business Summary

## Gandhi move prepares way for removal of V.P. Singh

A move to replace V.P. Singh as India's prime minister with another leader of his Janata Dal party gathered momentum with indications that this would win the government crucial support from Rajiv Gandhi's opposition Congress party.

Evidence that the Congress party was changing its strategy emerged when it unexpectedly voted with a regional Janata Dal government, allowing it to win a vote of confidence in the western state of Gujarat. Page 22

## US warming clash

The US is heading for a clash with other industrialised countries on the question of global warming when environment ministers from more than 100 nations meet at the world climate conference in Geneva next week. Page 2

## Power for Corsica

French cabinet tabled controversial plans to hand more power to Corsica, France's poorest region, and to recognise the existence of a Corsican people. Page 2

## Romanians protest

More than 1,000 angry Romanians blocked traffic in Bucharest as the ruling National Salvation Front lifted price controls and devalued the currency. Page 2

## Talks on Palestinians

Javier Pérez de Cuellar, UN secretary general, urged a meeting of states which are party to the Fourth Geneva Convention to discuss measures to protect Palestinians under Israeli rule. Page 4

## Lebanon bombed

Israeli jets bombed targets in Lebanon for the second time in just over a week, attacking guerrilla positions in the Beqaa Valley. Page 4

## New Pakistan PM

Pakistan's Islamic Democratic Alliance unanimously acclaimed Nawaz Sharif as the next prime minister, ending speculation that the military might seek to block his appointment. Page 4

## Russian free market

Russian Federation, the biggest and most powerful republic in the Soviet Union, formally launched a radical 500-day reform plan to create a market economy by late 1992 through privatisation and a gradual elimination of price controls.

## Zambia shuffle

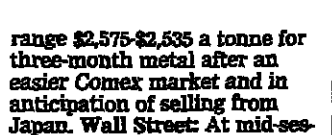
Zambian President Kenneth Kaunda overhauled his cabinet and made a political grab for the country's official media to reinforce his position ahead of multi-party elections.

## KLM profits plummet amid rising airline costs

KLM Royal Dutch Airlines, one of several European carriers battling to control costs, has announced that second quarter profits dropped by nearly 75 per cent, reflecting higher bills for fuel, insurance, loans and maintenance. Net profits plunged to £142.7m (\$24.9m) from £162.3m a year earlier. Page 25

## MARKETS: Copper prices

Crashed at two-week low on the LME. The market weakened under general liquidation in the morning and traded in the



range \$2,575-\$2,535 a tonne for three-month metal after an earlier Comex market and in anticipation of selling from Wall Street at mid-session. Dow Jones Industrial Average was quoted 14,355 higher at 2,456.68 on light volume. Tokyo: The Nikkei closed at 24,295.16, down 898.94. Back Page, Section II

## POLLY Peck: Asil Nadir, chairman of Polly Peck International, has won the chance to argue in court that the Serious Fraud Office must tell him of what criminal offences he is suspected. Page 6

## SOUTH Korea will review its decision to buy 120 fighter aircraft from McDonnell Douglas because of sharp increase in the original \$4.2bn price. Page 23

## AKZO, Dutch chemicals and fibres group, reported 26 per cent drop in third quarter results and warned that downward trend was likely to continue for rest of year. Page 23

## TRUMP Organisation: Trading in high-yield Taj Mahal casino bonds has resumed after brief suspension on Wednesday afternoon by American Stock Exchange because of uncertainty over interest payment on bonds. Page 24

## GENCOR, South African conglomerate, is considering breaking itself into constituent parts. Page 24

## RANK Xerox, photocopier company owned by Xerox and Rank Organisation, will sell businesses in Asia to Fuji Xerox, joint venture between Rank Xerox and Fuji Photo Film, for \$261.9m. Page 28

## PETROLEOS Mexicanos, Mexico's state oil company, is dividing production activities into three divisions to increase efficiency. Page 6

## BOND Corporation Holdings has asked Australian Stock Exchange to allow resumption of trading in its shares if creditors and shareholders approve restructuring plan. Page 24

## Czech-mates no longer

Slovak National Party (SNS) is signing for the break-up of Czechoslovakia and an independent Slovakia. Page 2

## Doubts emerge over premier's grip on party • Pro-European Tories may seek leadership contest

# Howe quits after split with Thatcher

By Philip Stephens and Allison Smith in London

MRS Margaret Thatcher's government was thrown into disarray last night by the dramatic resignation of Sir Geoffrey Howe over the British prime minister's refusal to adopt a more positive approach to European integration.

His surprise decision to quit as deputy prime minister and leader of the House of Commons put a question mark over Mrs Thatcher's own grip on the Conservative Party leadership.

It also raised the spectre that the government's apparent isolation within the European Community could split the Conservative Party in the run-up to the general election due by mid-1992.

Mr Neil Kinnock, opposition Labour Party leader, seized on the announcement to declare Mrs Thatcher was no longer "fit to run the government".

Sir Geoffrey announced his resignation just over a year after Mr Nigel Lawson, the former Chancellor of the Exchequer, quit the government in similarly dramatic circumstances over Mrs Thatcher's refusal to join the Exchange Rate Mechanism of the Euro-

pean Monetary System. His decision followed a passionate denunciation by Mrs Thatcher earlier this week of plans by the other 11 EC governments to press proposals for a single European currency and central bank.

That in turn came just days after Mrs Thatcher had found herself alone at the Rome summit of EC leaders in refusing to endorse a timetable for monetary union.

Sir Geoffrey's relations with the prime minister had been strained since the middle of last year when she forcibly moved him from the Foreign Office because of his alliance with Mr Lawson over the Exchange Rate Mechanism.

This week, under pressure from Mr Kinnock, she pointedly refused to endorse Sir Geoffrey's view that Britain should not allow itself to be consigned to the "slow lane" of a two-speed Europe.

Despite those differences, his resignation will be a major blow to Mrs Thatcher's government because Sir Geoffrey will now be a further focus of discontent with her leadership on the Tory backbenches.

With the government 15 points behind Labour in opinion polls, there has been growing gossip at Westminster about a further possible challenge to Mrs Thatcher's leadership. The presumption until now has been that the threat of a Gulf war would forestall any such bid, but the prospect will now look much stronger.

Friends of Sir Geoffrey insisted last night that he would not seek to challenge Mrs Thatcher in the annual contest which might take place later this month. They acknowledged, however, that his decision to leave the government might encourage others on the "pro-European" wing of the party to seek to force her to stand down.

Sir Geoffrey went to see the prime minister in Downing Street just before 6pm last night. They had a 30-minute meeting and his resignation was announced just an hour later. He told the prime minister that following her stance at the Rome summit and her sharp condemnation of plans for closer European integration, he felt he could no longer support her within the government.

His close colleagues made clear last night that he was not in favour of a rush to a federal Europe but he believed that the prime minister had underestimated the efforts of Mr John Major, Chancellor of the Exchequer, and Mr Douglas Hurd, foreign secretary, to seek a compromise with Britain's partners.

Mrs Thatcher was said to have had no prior knowledge of his intentions before the meeting. She said afterwards that she accepted his resignation "more in sorrow than in anger".

His decision took the political world by surprise, coming as it did just after MPs had dispersed at the end of the parliamentary session. The news stunned Tory MPs returning to their constituencies.

While the prime minister has consistently condemned plans for a single European currency, Sir Geoffrey has been among the ministers acknowledging that the UK government's own proposal for a "hard ecu" could itself lead to a single currency. Lex, Page 22



Sir Geoffrey Howe: resigned over Thatcher's approach to Europe

## Bundesbank lifts interest rate to reinforce warning on deficit

By Katharine Campbell in Frankfurt and Peter Marsh in London

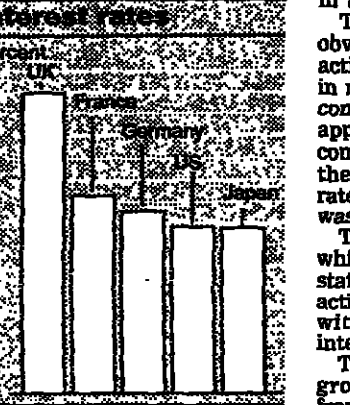
THE GERMAN monetary authorities yesterday raised one of the country's two key interest rates, backing up action its warnings over recent weeks to the Bonn government about mounting public deficits.

The action, while passed off by the Bundesbank as largely technical, reinforced its warnings to Bonn about the dangers of borrowing the capital markets with ever increasing urgency calls as a result of German unification.

Following its fortnightly council meeting, the Bundesbank announced that the Lombard rate, used by banks for emergency funding, would be raised to 8.5 per cent today from 8 per cent. The 6 per cent discount rate is to remain unchanged.

The Dutch central bank responded with a quarter point increase in its discount rate to 7.25 per cent.

In a separate development in London the government acted decisively to defend City of London expectations about an imminent base rate cut, but



left room for an easing of monetary policy later in the year to help avoid a full-scale recession.

Earlier this week, in a conversation with Chancellor Helmut Kohl, Mr Karl Otto Pöhl, the Bundesbank president, is understood to have argued for a near freeze on public spending within the west German region in 1991 as a way of curbing runaway public sector deficits.

Mr Hans Tietmeyer, a Bundesbank senior director, last week for the first time suggested that "unrestrained borrowing by German public bodies on the capital market might force an increase in official interest rates. The total public sector borrowing requirement for 1990 is likely to be around DM100bn (\$66bn), rising, according to many market forecasts, to DM150bn or higher.

The Bundesbank - operating in an environment where other countries are keen to lower rates - yesterday explained its move as restoring

the relation between the emergency Lombard rate and money market prices. The latter have for weeks been edging over Lombard, prompting the banks to make heavy use of a facility designed as a penalty borrowing rate.

In London the Treasury and the Bank of England both issued unusually direct statements dashing hopes of a cut in base rates from 14 per cent in the immediate future.

The Treasury said: "It is obvious from the authorities' actions in the [money] markets in recent days that they do not consider a fall in interest rates appropriate." It repeated the comments by Mr John Major, the chancellor, that interest rates would not be cut until it was safe to do so.

The Bank of England, meanwhile, issued a complementary statement which said its recent actions "have been consistent with a continuing level of interest rates at 14 per cent".

The statements came amid growing signs, particularly from manufacturing industry, that Britain is moving into a serious recession. They appeared to have the desired effect in reducing market speculation about a base rate cut.

Shares on the London stock market lost ground and the FT-SE index closed at 2,028.0, down 22.3. The D-Mark firmed against most currencies including the dollar which closed down at DM1.5075/85. Lex, Page 22

## Key index shows US economy declining

By Anthony Harris in Washington

THE KEY survey of conditions in US manufacturing, the US purchasing managers' index, fell to an eight-year low in October. For the first time since the 1982 recession, it reached a level which indicates some contraction in the US economy as a whole.

In another sign of a serious downturn, the US Commerce Department reported a 2.8 per cent fall in construction spending in September. Activity fell below the 1989 level for the first time this year.

In its fourth successive monthly decline, the purchasing managers' index dropped a full point to 43.4 per cent. This is the lowest figure since November 1982, when a figure of 41.5 per cent marked the trough of the 1981-82 recession. The purchasing managers' survey committee says that a reading of 50 indicates a flat manufacturing economy, while any figure below 44 suggests contraction in the economy as a whole.

Mr Robert J. Bretz, chairman of the committee, commented: "The fourth quarter began like the third quarter ended, with a decline in the manufacturing economy. Virtually all indicators confirmed the growing weakness in manufacturing, which was enough to pull the overall economy into slightly negative growth."

"With new orders the weakest in eight years, immediate relief does not appear likely." Despite the weakness of demand, price inflation continued to accelerate, due almost entirely to the rise in oil-related products.

"The price index rose to 76.4 per cent, up from 73.4 per cent in September and 48.5 per cent as recently as May 1990," Mr Bretz said.

"Many purchasers reported that suppliers are using the uncertainties in the Middle East situation to increase prices even when not warranted."

Export orders remain the only positive feature of the survey, but the order index fell to a barely positive 51.0 per cent. Continued on Page 22

Grassroots anxiety in agriculture. Page 20; Lex, Page 22; Wall Street, Back page, Section 2

## Soviets and French refuse to link hostages with Gulf deal

By Lamis Andoni in Baghdad

FRANCE and the Soviet Union have rejected Iraq's suggestion that the release of western hostages could be linked to the search for a peaceful settlement to the Gulf crisis.

Official sources in Baghdad said Paris and Moscow would insist that the fate of the 4,000 western hostages could not be used as a bargaining chip in the search for a political settlement.

Baghdad had sought an undertaking from Paris and Moscow that they would commit themselves publicly to a peaceful resolution to the Gulf crisis as a condition for the release of all hostages held in Iraq and Kuwait. The offer followed talks last weekend between Iraqi president Saddam Hussein and Mr Yevgeni Primakov, the special Soviet envoy.

However, one diplomat close to the Primakov mission said yesterday: "Both Moscow and Paris resent the Iraqi attempt to use the hostages to secure any sort of political guarantees. The message to the Iraqis

is that they cannot use the hostages as a bargaining chip, hostages should be released regardless of the political developments and positions of the countries concerned," the diplomat added.

Mr Primakov had pressed Baghdad for the immediate release of all hostages as a sign of goodwill. He had nonetheless insisted that Iraq comply fully with UN resolutions demanding an unconditional withdrawal from Kuwait.

Mr Saddam is reported to have set three conditions for the hostages' release. He sought a joint Soviet and French guarantee that there would be no military strike against Iraq and an undertaking from both countries that their governments would stress a linkage between solution of the Kuwait crisis and the resolution of all other regional problems.

Almost 700 Bulgarian hostages looked set for release yesterday after Mr Saddam recommended to the country's national assembly, the

## GLOBAL EXPERTISE

# Fidelity Funds.

## The investment range for today's markets.

With heightened volatility in world stockmarkets challenging even the most astute international investor, investment flexibility, choice and first-class fund management expertise are now more important than ever.

That's just what Fidelity Funds offer. Our global investment range is one of the most comprehensive available and provides investors with unrivalled opportunities for international investment.

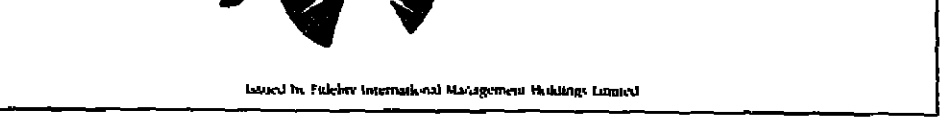
With Fidelity Funds you have the choice of where, when and how to invest - around the world - backed by the global investment expertise of the world's largest independent investment management organisation.

For a prospectus and further information contact any of the Fidelity offices listed below.

London: Hilary Smith +44 203 9911  
Munich: Stanley Bronitz +49 89 33 6203  
Taipei: John Teng +886 2764 8931

Hong Kong: Richard Westcott 852 848 1700  
Amsterdam: Teun Scheer 31 20 710 976  
Jersey: Geoffrey Tait +44 534 71696

Bermuda: Mike Sommerville 1 809 295 0865



## Weekend FT

Tomorrow: How the City of London faced financial ruin

Chill wind in the salerooms: three pages of collecting, in colour

## CONTENTS

Redrawing route maps: Air France's take-over pact with the EC	4
Anger at Ottawa Commission to map out Canada's constitutional path	6
Management: British Airways - Why "economy" has taken flight	12
Technology: How parallel processing can offer an edge to financial groups	14
Editorial Comments: Emu and Mrs Thatcher: The survival of Yugoslavia and the EC	20
Politics Today: Mrs Thatcher and the EC - Full tilt at the mythical enemies	21
Lex: Markets; Germany; Allied Irish; Bunzl; Water	22
Europe	2
Companies	24
America	6
Companies	25
International	4
Companies	25
Crossword	38
World Trade	3
Britain	25, 29
Companies	16, 19
Arms Guide/Reviews	16, 19
Letters	3
Commercial Law	30
Commodities	38
Lex	38
Currencies & money	38
Observer	20
Politics Today	21
Stock Markets	21
London	31-33
Technology	14
Unit Trusts	34-37
World Index	42

## Shock therapy may be only cure for Hungary's economic ills

The Hungarian economy has been hit by a series of crises. In the argument about solutions, Prime Minister Jozsef Antall (left) appears to be shifting his weight towards the radicals. Page 2

STERLING	New York lunchtime: \$1.9517 London: \$1.9515 (1.944) DM2.9425 (2.945) FF9.86 (9.869) SF2.4875 (2.5) Y254.5 (252.5) £ Index 94.4 (94.5)	DOLLAR	New York lunchtime: DM1.508 FF6.055 Y130.55 London: DM1.5075 (1.5155) FF6.0525 (6.075) SF1.275 (1.2865) Y130.55 (129.95) £ Index 60.8 (60.8) Tokyo close: Y130.7	STOCK INDICES	FT-SE 100: 2,028.0 (-22.3) FT Ordinary: 1,572.1 (-20.8) FT-A All-Share: 982.49 (-1.0%) New York lunchtime: DJ Ind. Av. 2,447.03 (+4.7) S&P Comp. 304.67 (+0.67) Tokyo: Nikkei 24,295.16 (-898.94)	LONDON MONEY	3-month Interbank: closing 13 1/2% (same) Life long gilt future: Dec 84 1/2% (84 1/2%)
----------	-----------------------------------------------------------------------------------------------------------------------------------------------------------	--------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------	-------------------------------------------------------------------------------------------







WORLD TRADE NEWS

# Prospects unclear for Uruguay Round ministerial crisis talks

UNCERTAINTY yesterday shrouded the plan for trade ministers to resolve the crisis in the Uruguay Round trade talks in private meetings here at the weekend and on Monday, writes William Dullforce in Geneva.

Mr Frans Andriessen, the European Community's trade commissioner, did not make up his mind whether he would come at all, EC officials said. Mrs Carla Hills, the US trade representative, was ready to

come, if anything useful could be achieved, US officials said.

A judgment on whether she would attend would be made today or tomorrow but she was in any case unlikely to arrive before Monday.

The G-15 group of leading developing countries said it was postponing the meeting of ministers scheduled here for next Tuesday and Wednesday.

This means few Third World ministers will be available for top-level

discussions over the next three days. Only the Cairns Group of 13 farm exporting nations, led by Australia, is going ahead.

In a two-day meeting starting on Sunday its ministers will decide how to respond to the EC's inability to agree on, and submit, an offer to cut farm subsidies.

Brussels' failure to come up with a firm proposal on agriculture has opened up the prospect that the four-year trade liberalising exercise may

break down just five weeks before it is due to draw to a close.

Mr Arthur Dunkel, director-general of the General Agreement on Tariffs and Trade, will today spell out the parlous state of the talks in a report to an informal meeting of the Trade Negotiations Committee (TNC), the governing body of the Uruguay Round.

He had hoped his report would set the stage for a series of private ministerial meetings over the following

three days that could solve some outstanding problems and allow the round to be put back on the rails at a second informal TNC meeting on Tuesday.

However, ministers had reacted "by diving for cover", a senior official commented yesterday.

Mr Andriessen has been reluctant to face the opprobrium that would be flung at the EC before he has a Community farm proposal in his hand. Mrs Hills appears to be

equally loath to submit to pressure for US concessions before the EC's position is clarified.

Negotiators from developing countries said their ministers would wait and see how the US and the EC intended to face up to their responsibilities before suggesting Third World answers to the critical situation. A joint meeting of EC farm and trade ministers is provisionally scheduled to take place in Brussels on Monday afternoon.

## Boeing 777 contract won by GEC unit

By Paul Betts, Aerospace Correspondent

BOEING, the US aircraft manufacturer, has awarded the contract to supply the "fly-by-wire" electronic control system for the its new 777 wide-body twin-engine jet to GEC Avionics, the avionics arm of Britain's General Electric Company. The deal will be worth several million pounds over the life of the 777 programme.

GEC Avionics is a leading maker of electronic flight controls for aircraft.

The company supplies secondary flight controls for the Airbus A320, A310 and A300. It declined to value the contract since this would depend on the number of aircraft Boeing sells.

On Monday Boeing formally launched its \$4bn-\$5bn programme to develop the 777 after securing a launch order for the new aircraft from United Airlines, the US carrier.

It will be the first Boeing aircraft to use "fly-by-wire" technology as its primary control system. The smaller Airbus A320 pioneered this technology in commercial airliners.

"Fly-by-wire" improves aircraft performance by replacing the traditional mechanical connections between the pilot's controls and the aircraft actuators with electronic systems.

## US trade negotiator is counting the days

By Nancy Dunne in Washington

THE countdown to the Uruguay Round finale in December is registered each day on a board outside the office of Ambassador Julius Katz, deputy US trade representative and a veteran trade negotiator.

Thirty-five more days, 33, 32... It could all be over sooner if the Cairns Group, 13 agricultural exporting nations, decides to walk out of the Uruguay Round when its trade ministers meet on Monday.

Inside the office, Mr Katz expressed his displeasure with the European Community for not accepting the inevitable - that the Common Agricultural Policy, as it operates today, is doomed. EC consumers and taxpayers will not long bear the cost, he says.

Already, 60 per cent of the

Community's farmers work only part-time on their land. Chemical usage is poisoning the groundwater, waste disposal is a serious problem. The "stabilisers" negotiated a few years ago to reduce surpluses have failed to prevent a new build-up in stocks, and costs have skyrocketed to \$8bn-\$12bn this year.

Mr Katz and Mrs Carla Hills, the US Trade Representative, are mulling over the possibility of flying into Geneva at the weekend to consult with other ministers. "It depends what can be done," he says.

Gloom pervades the trade representative's office, but Mr Katz says agreement is still possible. "The corpse is still alive." He seems to have no wonder drugs in reserve. The deadlock is not between the US

and the EC, he says. It is the EC deadlocked with itself.

Meanwhile, Congress is adding to the stress. The number of Senators signing on to a resolution withdrawing fast-track negotiating authority - meaning a Gatt agreement could then be amended - has risen to 37.

Ninety members of the House signed a letter to President Bush demanding a higher priority for manufacturing in the Round.

Among other demands, the letter calls on the Administration to preserve US trade laws, like the controversial section 301, and "to retain the vigour of antidumping and countervailing duty laws" which many negotiating partners want changed.

The impasse over agriculture



Katz: EC 'deadlocked'

remains, even if the Community resolves its own disagreements. The US has proposed a 75 per cent reduction in agri-

cultural supports; the EC cannot even agree on 30 per cent. And, Mr Katz says, the 30 per cent hardly matters. What is important is a elimination of export subsidies and agreement to improve market access.

"The bad news is that the Community doesn't have an offer; the good news is that it doesn't have an offer," he says.

What keeps hope alive? The same problems which brought the launch of the round remain. There is still the need for rules in new areas - services, intellectual property rights, investment - still the desire by the developing countries for new markets for their textiles and farm products.

Mr Katz still insists that the round cannot be extended "as a practical matter".

## British minister remains optimistic about outcome

By Peter Montagnon, World Trade Editor

THE Uruguay Round of multilateral trade negotiations could still end with a strong overall result despite the current impasse on farm reform, Mr Tim Sainsbury, UK trade minister, said yesterday.

"I don't see any reason why we don't have the possibility of achieving the sort of total package which we aimed to get in the first place," he said in an interview.

However, it was essential for the EC to agree on proposals for farm reform which could be put on Gatt's table. Though this offer was unlikely to satisfy the US or other leading farm exporters, it would permit negotiation to resume in other areas of the round.

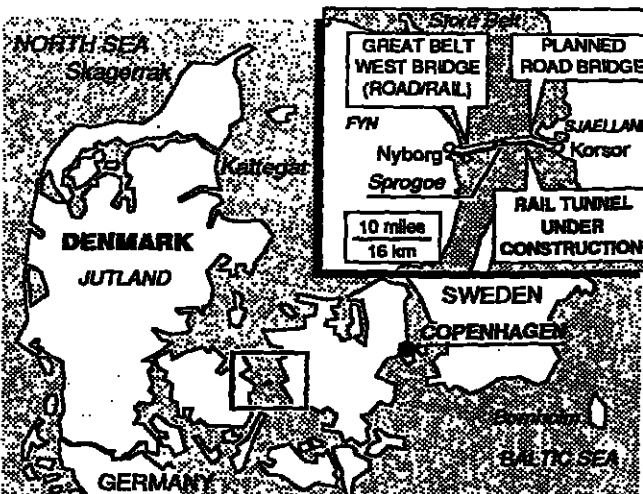
Talks on the non-farm part of the agenda have almost

ground to a halt because of the farm problem, but Mr Sainsbury said there was still scope for a strong Uruguay Round result in a number of areas, including tariff cuts and dispute settlement rules on investment and intellectual property enforcement.

Europe's inability to agree on a farm reform proposal was none the less "potentially very dangerous to the outcome of the round", he said.

Asked about prospects for the meeting of farm and trade ministers next Monday, he said: "Logic says we ought to have a deal. Experience doesn't lend confidence."

Mr Jacques Delors, European Commission president, has now taken an active role in trying to break the deadlock.



## Howden and MT Group act to settle row on tunnel delay

By Hilary Barnes in Copenhagen

JAMES HOWDEN, the Glasgow engineering firm, and MT Group, a Danish-led international consortium, have agreed to go to arbitration to settle differences over the reasons for serious delays to one of Europe's biggest construction projects.

Mr Kaj Schoning, managing director of Monberg & Thorsen, Danish leader of the consortium, refused to confirm reports in the trade press in both countries that the claims which the two parties have against each other may run to £10m (\$19.4m).

"The claims are substantial," was all he would say. "The problems arise over the construction of a rail tunnel under the eastern side of the Great Belt - the Baltic Sea's main shipping lane."

The tunnel is one of three parts to a DKr18bn (\$3bn) project to build a permanent road and rail link across the Belt, which will complete the links between Sjælland and the Jutland peninsula.

The other two parts are a road and rail bridge across the western side of the Belt to the mid-Belt island of Sprogø and a road-only bridge across the eastern half.

Howden delivered four tunnelling machines, but they arrived six months behind schedule, and when the first

machine went into action on August 30 it broke down because of metal fragments in the hydraulics system.

The delays have contributed to a halving in the price of shares in Monberg & Thorsen Holding in Copenhagen.

Howden, said Mr Schoning, accepts responsibility for the problems with the hydraulics. The dispute is over the reason for the delivery delay which Howden says was due to the many changes demanded by the consortium in the specifications for the machines.

According to Howden, the machines it delivered were different from those originally ordered.

The consortium faces stiff financial penalties if the tunnelling is not completed on time.

The other members of the consortium are Sogea and Campenon Bernard, France; Dyckerhoff & Widmann, Germany; and Kiewit Construction, USA.

However, at meetings this week in Copenhagen Howden and MT Group agreed to set aside their differences over the problems and have entered into an agreement for stronger mutual co-operation on the site in the expectation that they will get the tunnel completed on time.

## Brazil takes delivery of Ladas from Soviet Union

By Christina Lamb in Rio de Janeiro

BRAZIL'S largest shipment of foreign cars since 1987 began this week with the arrival of 3,002 Ladas from the Soviet Union.

The contract for a total of 65,000 vehicles over the next year was made possible by the opening of Brazil's highly protected car market, announced by President Fernando Collor in August.

As part of Brazil's new trade liberalisation, non-tariff barriers prohibiting imports were ended, import tariffs of several hundred per cent were slashed and price controls removed.

The move is likely to end the stranglehold of four multinationals which now account for more than 98 per cent of car sales in Brazil. Autolatina, the holding company for Volkswagen and Ford, is the largest, with 52 per cent, followed by General Motors and Fiat, the most recent entrant.

The three types of Lada will be sold for between \$8,000 and

\$14,000, substantially undercutting competitors. Mr Paolo Ricardo Braga, the company's public relations manager in Brazil, said that this was higher than Ladas sell for in other countries, but pointed out that even with recent reductions Brazilian import tariffs are 85 per cent.

Brazil is the 117th country to which Ladas are imported and Mr Braga said he expected them to sell very well. "We think Brazil is a perfect market. Our cars are not for millionaires but are cheap, robust and popular." So far the company has 80 outlets which it hopes to raise to 140 by the end of this year.

Lada is expected to be followed by other foreign companies such as Mitsubishi, while both Landrover and Nissan have been studying setting up assembly plants in Brazil.

Toyota has already bought a site near the business centre of São Paulo.

Put this down for a second

and pick this up in minutes

BECAUSE SO MUCH IS HAPPENING SO FAST.

### YESTERDAY

Yesterday you used a PC for number-crunching - but you still used a pen for writing. Why? Because yesterday you didn't have time to learn how to use a word-processing package. Somebody else did that.

### TODAY

MANAGERIAL WORD PROCESSING. QUICK TO PICK UP FOR IMMEDIATE RESULTS.

Today you should add word-processing skills to your fluency with a PC because they're skills you can pick up in minutes rather than days. Professional Write's practical features are designed to enhance your productivity. And we won't waste your time on features that you'll rarely use. The result? A very cost-effective package at just £199.00. There's no need for training. Just press a key. Your options will instantly appear on screen. In a few minutes you'll have learned to create versatile, integrated business documents - easily, quickly, economically, and with style.

### TOMORROW

Tomorrow you could learn in minutes why Professional Write is the world's best-selling Managerial Word-Processing software. It's designed to save time, to be easy to use, designed specifically for you. Fill in the coupon and fax or post it to us. We'll send you a FREE trial disk. Or phone us on 0800 181819.

Please send me my FREE trial disk.

3.5" ☐ 5.25" ☐

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Company: \_\_\_\_\_

Address: \_\_\_\_\_

Post code: \_\_\_\_\_

Telephone: \_\_\_\_\_

Software Publishing Corporation Europe, PO Box 2, Central Way, Feltham, Middlesex TW14 8BR. Fax: 0344 860192.



## THE MIDDLE EAST

## Few safe bets in war prediction

Three months after Iraq's invasion of Kuwait, David White, Defence Correspondent, considers the tactical theorists of the phoney war

WAR? What war? Probably never has there been such a waiting period in which possible courses of a war have been banded about so publicly and for so long without an exchange of fire as in the present confrontation in the Gulf.

The "phony war" or *drôle de guerre* of late 1939 and early 1940 lasted longer, but was really only a lull in land operations in a war already begun and, at sea, unabated.

In April 1982, while the British task force was on its three-week voyage to the Falklands, tactical theorists filled the vacuum in much the same way as now. But few predictions on the course of that conflict hit the mark.

The stand-off on the Saudi-Kuwaiti border has been going on longer than the whole Falklands conflict - from Argentine invasion to surrender. While the only shots fired by US and allied forces have been in practice or across the bows of freighters, commentators and TV networks have rehearsed in detail how a war might go. At least two versions have claimed to be disclosures of secret US invasion plans.

It is like a Middle East version of "Oh! What a Lovely War" (a musical lampoon of the first world war), protests Mr David Bolton, director of London's Royal United Services Institute for Defence Studies.

The only safe bet is that it comes to war, he says, is that it will be a "phony war". It will involve a measure of manoeuvre for the US and its allies to secure positions of advantage, and the initial emphasis will be on air power.

"Once in a war, many of the assumptions go out of the win-



PANCHO

dow. It's very difficult to control.

Decisive - and unknown - factors would be the morale and effectiveness of both sides in battle. The equipment now in north-eastern Saudi Arabia is largely untested in desert conditions and much of it - US Abrams and British Challenger tanks, for instance, or Tornado aircraft - never used in battle.

Some European experts are critical of American "gun-bo attitudes". Said one: "They believe if they get the kit they're going to win. There's a lot more to it than that."

There are several crucial areas of uncertainty:

● The length of conflict.

According to one version the US would aim to complete the war in four days, destroying the Iraqi air force and missile sites in six hours, wiping out arms depots, strategic industrial sites and command bun-

kers, attacking Iraq's massed armour, cutting off links between Iraq and Kuwait and recapturing the occupied state.

Others have suggested that the initial air war might last several days before Iraqi ground forces were taken on or a landing operation was mounted. A prolonged conflict would raise the question of how the Arab-Western alliance holds together. The cost to the participants would increase immeasurably. Equally, the effect of sanctions on Iraq's ability to sustain and resupply its forces would rapidly become evident.

● Iraq's capabilities. In the air, electronic warfare technology is vital to the calculations of the US and its allies. But there is uncertainty about the Iraqis' air defences. Can they operate Kuwait's US-supplied Hawk missiles? Can all their air-defence radars, some of which are reported to have

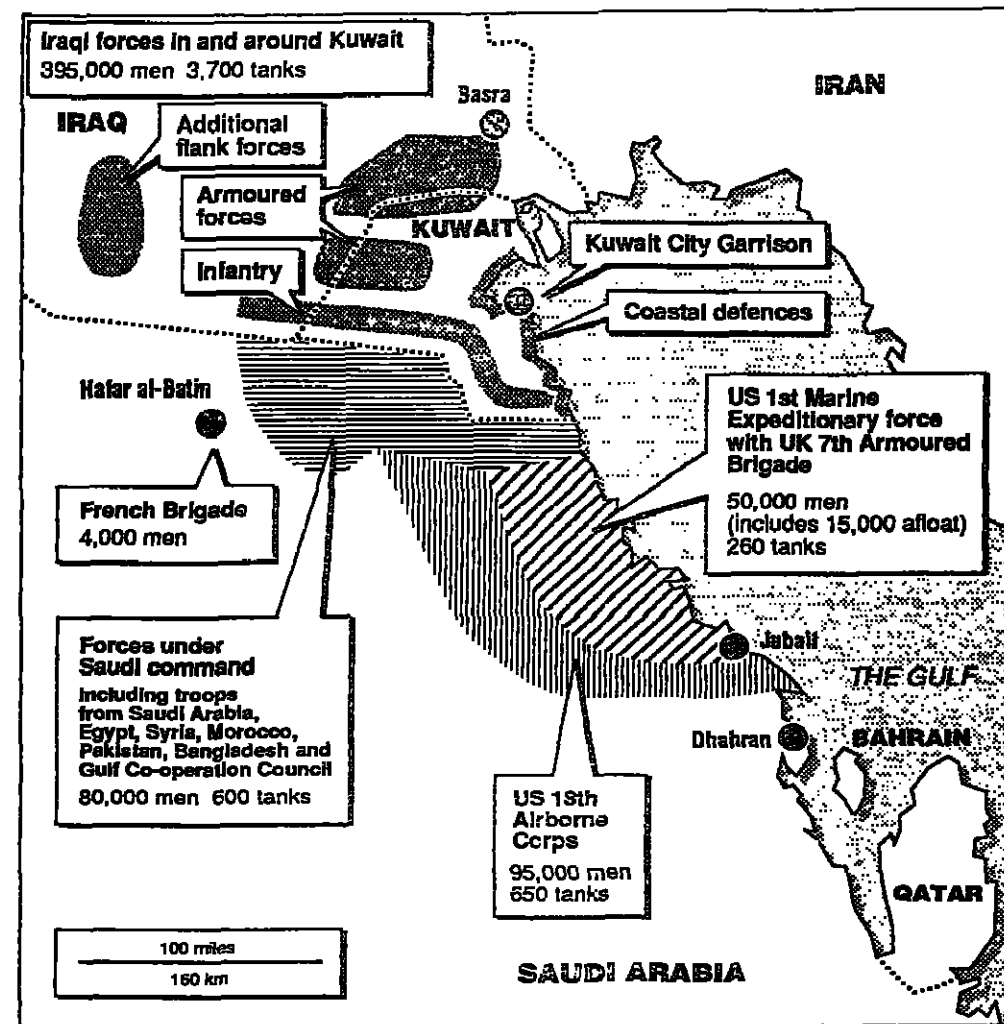
been switched off, be pinpointed? How much of Iraq's air force - largely unproven during the Iran-Iraq war and mostly obsolete - would survive? How long would runways be out of service? How many Scud and Frog surface-to-surface missiles would remain for retaliation?

On the ground, would Iraqi soldiers be as dogged holding on to Kuwait territory as they previously showed themselves to be in static defence of their own land?

How would the various tanks perform? The Abrams and Challengers are considered superior to the best Iraqi tanks, Soviet-made T-72s, and certainly to the ancient T-55s which, it is expected, would be the first to reinforce Iraqi infantry forces lined up behind the Kuwait-Saudi border. But attacking forces would have to contend with sandstorms, minefields and long-range artillery. And the envisaged "air-land battle" - reliance on aircraft and attack helicopters against heavier Iraqi armour forces - would be breaking new ground.

● Command and control. Against the complex command structure set up by the Saudis and Americans, Iraq might be considered better off with its single command. But how effective would it be? Iraq's estimated 395,000 soldiers in and around Kuwait are believed to consist of three army corps, but little is known about the command organisation. How good would its communications be?

On the opposing side, if US commanders are banking on fighting at night to exploit their technological edge, how successful would allied forces



be in distinguishing between friend and foe?

● Losses. Speculation on casualties rates - a report in the French magazine *L'Express* forecast up to 20,000 dead for the US alone - is rife. But nobody can tell. Even military projections are established on test ranges and are frequently very different from the results encountered in battle, with all the incalculable aspects of the "fog of war."

● Terror weapons. It is not

known how far Iraq has progressed on fuel-air explosives, which spread a cloud of fuel gas and detonate it, or whether it would use them. Also unknown is under what circumstances it might resort to chemical or biological weapons. It has varied means for chemical attack but it is debatable how effective these weapons would be against a mobile enemy in the desert. Would Iraq be deterred from such an escalation if its opponents

made clear their aim was limited to the liberation of Kuwait?

Any military action would involve air strikes into Iraq itself, but it could be restricted in its political objective, and land and amphibious operations could be limited to Kuwait territory or immediately adjacent areas.

That, however, is also an unanswered question: how far, for the US and its allies, the objectives of a war would go.

## Japanese plan to resume loans to Mideast

By Stefan Wagstyl in Tokyo

JAPANESE banks, which were accused of over-reacting to the Middle East crisis by rapidly cutting credit lines to countries in the region, are being put under discreet pressure by the Ministry of Finance in Tokyo to reconsider their decisions.

Mr Makoto Utsumi, vice-minister for international affairs, said yesterday the ministry had not given any formal guidance to banks on the matter. But in private conversations, officials had told bankers that they had over-reacted, said Mr Utsumi.

Mr Utsumi's comments, made at a meeting with foreign journalists, are the latest contribution to an argument in Tokyo about who was responsible for the banks' sudden withdrawal of credit and personnel from the Gulf region immediately after Iraq invaded Kuwait.

According to bankers in the region and in London, Japanese banks caused considerable disruption in the Middle East banking market just at the time when it was most vulnerable to shock. Bankers in London saw the Japanese move as one sign of the pressures Japanese banks face on the wake of this year's turmoil in Japanese financial markets.

One top Japanese banker in Tokyo blamed the Finance Ministry for the withdrawal, saying that ministry officials had indicated that they wanted the banks out of a potential war zone.

But Mr Utsumi denied this version of events, saying that the ministry's instructions had been limited to freezing Kuwaiti assets in Japan (to prevent them being seized by the Iraqi occupation authorities), and later to a ban on all transfers of assets to Iraq.

Mr Utsumi said Japanese banks had over-reacted. They were used to doing business in peacetime.

## Sanctions cost China \$2bn

By Peter Ellingsen in Peking

OBSERVING United Nations sanctions against Iraq has cost China \$2bn, according to Li Jinhua, a Foreign Ministry spokeswoman. She refused to say how much of the loss reflected a halt in arms sales.

The figure, which does not include outstanding loans to Iraq, suggests Peking was selling a high volume of arms to Baghdad before the invasion of Kuwait. Other losses would come from the drying up of remittances by thousands of Chinese contract workers forced out of Iraq.

China denied it sold chemicals for use in chemical weapons to Iraq after the UN sanctions were imposed.

## Syria 'holds key to UK hostages release'

By Lara Marlowe in Damascus

BRITAIN'S three hostages held in Lebanon are unlikely to be freed unless Britain restores diplomatic relations with Damascus, a Syrian minister has indicated.

Mr Mohammad Salman, Syria's information minister, denied that Damascus was formally linking the hostages' release to the resumption of ties. But he said that no hostages have been released without Syrian intervention and implied that there could be no progress on the hostages without renewed ties.

"Co-ordination with the governments of the United States, France and Switzerland resulted in the release of a number of hostages," Mr Salman said. "Hence if we had relations with Britain, there would be similar co-ordination with the British Government to secure the release of the British hostages."

Hopes for the release of Mr Terry Waite, Mr John McCarthy and Mr Jackie Mann rose in September after Britain

restored diplomatic relations with Iran. But Britain's relations with Syria have since emerged as a sticking point.

In London yesterday, Mr John Lytton, spokesman for the Archbishop of Canterbury, urged the British Government to restore ties with Damascus to assure the hostages' release, saying the government's refusal to talk to Syria was "a bloody silly way to conduct foreign policy".

Diplomatic relations with Syria were severed in October 1986, six months after Britain alleged the complicity of Syrian diplomats in the attempted bombing of an El Al flight bound from London. Mr Nizar Hindawi, a Jordanian, was convicted of hiding a bomb in the luggage of his Irish girlfriend who was booked on the El Al flight.

British officials maintain that Iran remains central to securing any releases. "Iran is the real power broker with Hizbollah," a British diplomat in the region said. "The Syrian role has been merely to receive hostages."

But pro-Iranian Shia Muslims in Beirut insist that Iran and Syria have agreed that the hostages will not be freed without both countries' consent. Syria controls the access of Iranian diplomats, clerics and Revolutionary Guards to Lebanon.

Syria had hoped for resumed diplomatic ties after Britain had praised its decision to join the multinational force against Iraq. Britain also lifted its veto on a \$192m development loan from the European Community.

But relations soured in October when Mr Douglas Hurd, the British foreign secretary, twice cited Syrian involvement in the attempted El Al bombing as an obstacle to renewing ties.

Britain refuses to forgive what it claims to be incontrovertible court evidence of Syrian involvement in the attempted bombing. Syria has rejected British demands that it discipline Mr Lutfallah Haidar, Syria's ambassador to London at the time, and General Mohammed Khouli,

the former chief of air force intelligence who allegedly planned the operation.

Mr Salman claimed that Mossad, the Israeli secret service, set up the Hindawi affair to discredit Syria. He said Mrs Thatcher had been unduly influenced by the Jewish lobby.

However, Syria was also angered at an EC vote on October 22, taken after strong British pressure, to maintain a ban on arms sales to Syria and keep restrictions on the number of Syrian officials in Europe.

British diplomats say they have "heard nothing" about the fate of the three hostages since the EC vote.

"Britain cannot hope to participate in the solution of Middle East problems while it ignores Syria," Mr Salman said. "The United States and the Soviet Union have gained influence at Britain's expense, and other European countries have taken trade that might have been Britain's."

## Israelis bomb Lebanese target

By Hugh Carnegie in Jerusalem

ISRAELI Air Force jets yesterday bombed targets in Lebanon for the second time in just over a week, attacking positions in the Bekaa Valley north of the border zone occupied by Israeli forces.

Until last week, Israeli jets had not raided Lebanon since the Israeli invasion of Kuwait in early August as part of its policy of maintaining a low profile in the Middle East crisis. However, recent Syrian military action against Christian rebels in Beirut alarmed Israelis.

The raid was aimed at or near the village of Majdal Bal, where both Palestinian and Hizbollah Islamic fundamentalist guerrillas are said to hold positions.

● An Israeli factory owner was in a serious condition last night after being stabbed by a Palestinian former employee in the latest in a series of violent attacks on Jews within Israel's pre-1967 borders.

## Geneva Convention forum on Palestinians suggested

By Michael Littlejohns at the United Nations

MR JAVIER Pérez de Cuéllar, the UN secretary general, yesterday suggested the convening of a meeting of states which are party to the Fourth Geneva Convention to discuss measures to protect Palestinians under Israeli rule.

He said this might be arranged by the Security Council, which should also decide its response to the Palestinians' call for an impartial, UN-mandated presence to provide them with "a credible sense of protection".

In a written report to the council made at its request following the October 9 killings of at least 17 Palestinian demonstrators by Israeli paramilitary forces in Old Jerusalem, he said numerous appeals to the Israeli authorities to abide by their obligations under the convention "have been ineffective".

The convention, concluded in August 1948, was designed to protect civilians in time of war. A total of 164 states are

parties. Noting that these states had the special responsibility to ensure respect for the document, Mr Pérez de Cuéllar said the Palestinians had a profound feeling of vulnerability. This was compounded by their view that they had no recourse to any authority other than security forces who were so often responsible for what was done to them.

It was evident, he said, that for any measure of protection to be ensured, the Israeli authorities' co-operation was absolutely essential.

Ignoring Israeli and American-Jewish protests, the US voted for a Security Council resolution rebuking the Israeli authorities over the Jerusalem incident and calling on them to receive a UN mission of inquiry.

A report published by the Israeli government last Friday on its own inquiry sharply criticised police commanders. But it said the actual killers were blameless.

## OTHER INTERNATIONAL NEWS

## 'Insulted' Muldoon declines offer of junior post

By Dal Hayward in Wellington

SIR Robert Muldoon, the former New Zealand prime minister, yesterday refused the offer of a junior ministerial post in the newly elected government of Mr Jim Bolger and warned that he might publicly criticise government economic policy.

He said the right-wing Mrs Ruth Richardson, who was yesterday made finance minister, would not have been his choice for that portfolio. Her appointment, said Sir Robert, "could be Bolger's first mistake".

Asked if he intended to be a

thorn in the side of government, Sir Robert replied: "Not so much a thorn as a little prick" - a remark he was happy to repeat later when questioned.

Mr Bolger offered Sir Robert the post of minister of state, minister of Pacific island affairs and minister in charge of racing. These posts are outside the 18-member cabinet but still subject to collective responsibility and required to defend cabinet decisions.

Sir Robert regarded exclusion from cabinet as an insult. He was not prepared to remain

silent on economic issues he opposed but on which he had no input into cabinet discussion. He is considering introducing a private member's bill to amend the Reserve Bank Act, which requires the bank to achieve a 1 to 2 per cent inflation level within two years.

Mrs Richardson says she herself wants to extend the period to three years, which would allow some easing of monetary policy.

Pointing to his 30 years' experience in parliament, and the fact that three of the new

cabinet ministers have served only three years, Sir Robert said: "I'm better qualified to give a better opinion than at least half of those in cabinet."

Mr Bolger, he expected, all cabinet ministers to observe the collective responsibility tradition and present a united front on cabinet decisions. This tradition was last night questioned by the new minister of Maori affairs, Mr Winston Peters, who has clashed frequently with Mr Bolger over economic and other policies in the past few months. Last night Mr Peters

said he would still speak his mind even if this differed from the official cabinet line.

There were no real surprises in Mr Bolger's cabinet line up. Mr Don McKinnon is deputy prime minister and foreign minister, Mr Richard Burdon overseas trade, Mr John Falloon agriculture and Mr Warren Cooper defence.

Mr Bolger made it clear yesterday that despite hopes expressed by some US leaders New Zealand would not reverse its anti-nuclear stand, which bans nuclear armed warships from its ports.



Jim Bolger: 'insulting' offer to Muldoon

## Pakistani party acclaims Sharif

By Roger Matthews and Farhan Bokhari in Islamabad

PAKISTAN'S Islamic Democratic Alliance last night unanimously acclaimed Mr Nawaz Sharif as the country's next prime minister, ending speculation that the powerful military establishment might seek to block his appointment.

Mr Sharif led his party to a convincing general election victory last week, beating off the challenge of Mr Benazir Bhutto who in August was dismissed by President Ghulam Ishaq Khan.

In an apparently conciliatory statement, Mr Sharif said last night that he would not seek to have further charges laid against Ms Bhutto. However, he gave no indication that the seven charges already outstanding, accusing her of corruption and misuse of office, would be dropped. "We will not initiate any further cases through the Government of Pakistan but we have no control over those cases which are already in the courts," he said.

Ms Bhutto alleges that voting last week in the general

election was rigged and has demanded new polling in 100 constituencies. She plans to preside over a meeting of the Pakistan Democratic Alliance later today in Islamabad, during which tactics for challenging the election result will be discussed.

Mr Sharif, a 41-year-old businessman from Punjab, is the first premier not to have come from one of Pakistan's main land-owning families. He was brought into prominence by General Muhammad Zia ul-Haq, who was president of Pakistan for 11 years until his death in an unexplained air crash two years ago.

Mr Sharif's political rise has been accompanied by growing business success. He heads the Ittifaq group of industries and is counted among the country's 20 wealthiest men. His selection as prime minister leaves in abeyance for the moment the sensitive issue of political representation for the troubled province of Sindh. Ms Bhutto's home base.

Mr Ghulam Mustafa Jatoi,



Nawaz Sharif: unanimously acclaimed by party

Interim prime minister since August, had hoped to win the premiership because he represents a Sindh seat and could offset what otherwise appears to be a Punjab-dominated parliament. Some senior military officers are also understood to have favoured Mr Jatoi who has expressed his unwillingness to be a deputy prime minister.

## S Africa faces lengthy recession

By Patti Waldmeir and Philip Gawith in Johannesburg

SOUTH AFRICA'S economic recession may last to the end of next year, possibly threatening the process of negotiating a post-apartheid constitution.

Mr Barend du Plessis, the Finance Minister, told a conference in Johannesburg yesterday that the Reserve Bank (central bank) expected a 1 per cent decline in output in 1990, adding that any positive real growth in 1991 should be regarded as a bonus.

The government had hoped to ease its tight monetary policy by the end of this year, but the Gulf crisis and other adverse factors, such as the gold price, meant this was no longer likely. Mr du Plessis said.

Mr du Plessis has made clear that he regards economic growth as essential to the smooth conclusion of negotiations on a new constitution, which are due to begin early next year.

He said recently: "What we need is an economy that will support the negotiating process... It must be the very

wheels that will get the negotiating process to its destination."

Both Mr du Plessis and Mr Chris Stals, the Reserve Bank governor, yesterday delivered a message of uncompromising toughness. Mr Stals indicated that the central bank would set a target for money supply growth in 1991 which was lower than this year's 11 to 15 per cent.

"It should be possible to achieve this objective with some small decline in nominal interest rates during the course of 1991," he said, but added that this depended on inflation. Positive real interest rates would be retained, he said.

Mr du Plessis, for his part, indicated that fiscal stringency would also be maintained. The government's budget deficit before borrowing was on target, he said, as a result of cuts by some spending departments.

However, Pretoria's freedom of action in providing substantial tax relief would be con-

strained by the low level of growth.

Progress in fighting inflation was "encouraging rather than adequate" even before the Gulf crisis, he said, adding that this year's annual average for the consumer price index was now forecast at 14.5 per cent.

The conference also heard an address from Mr Thabo Mbeki, a senior official of the African National Congress, who attempted to reassure foreign and domestic businessmen that their interests would be taken into account before the ANC determined its economic policy.

He welcomed foreign businessmen to the conference - an anomaly, given the ANC's continued advocacy of economic sanctions against South Africa - and acknowledged foreign investors' need to have confidence in the security of their investments.

He said the ANC wished to move forward as quickly as possible to the moment when sanctions "would no longer be necessary".

## Nigerian bank debt discussions fail

By Tony Hawkins

NIGERIA and the London Club of commercial bank creditors have failed to agree on a rescheduling package for the country's \$5.6bn of bank debt.

During a three-day meeting in London, Nigeria offered to buy back 60 per cent of its bank debt at a steep discount, but the banks rejected the package in that form.

Talks are unlikely to resume before Christmas, but both sides said yesterday significant progress had been achieved.

The Nigerian delegation, led by Alhaji Abubakar Alhaji, the new and respected finance minister, put forward proposals similar to an agreement reached by Costa Rica with its banks a year ago.

Banks willing to sell at least 60 per cent of their Nigerian paper at a steep discount - the current secondary market price is around 32 cents - would be able to convert the balance into 30-year bonds carrying interest at 6.25 per cent annually, with a 12-month rolling guarantee of interest payments. The principal would be secured through a 30-year zero coupon US Treasury bond as collateral.

There is a third option on offer, too - a traditional rescheduling package with interest payments linked to Libor, though it is understood that Lagos has put a ceiling of five per cent on the amount of debt which would be treated in this way.

The Nigerians are anxious to buy back as much of the debt as the banks will put on the table. One official said Lagos was willing to repurchase as much as 82 per cent of the debt.

Nigeria softened its buyback terms this week, raising the

interest rate from the previously suggested 5 per cent and agreeing to make a \$300m lump sum payment to cover interest arrears.

The arrears arose from its unilateral decision earlier this year announced by the former Finance Minister, Chief Olu Felas to reduce the interest rate to three per cent from 9.5 per cent.

The banks say the proposal is not voluntary to the extent that those banks which do not accept the terms would be forced to accept the status quo of a 30-year bond with no guarantees.

Bankers believe that Lagos has already repurchased up to \$1.5bn of its foreign debt although such purchases contravene agreements that require all creditors to be treated equally.

In the 1990 budget, Nigeria earmarked \$2.1bn for debt service but in the first half of the year debt service payments exceeded \$2.7bn.

The surge in oil prices since the Gulf crisis has raised creditor expectations of more generous rescheduling proposals by Nigeria.

The country's 1990 foreign exchange budget forecast oil earnings of \$6.8bn but in the first half of the year, with an average oil price of \$18.3 a barrel, the country earned \$4.9bn from oil exports.

Oil revenues for the year are now forecast at \$12bn. Mr Alhaji left London yesterday for Washington where he will meet International Monetary Fund officials to finalise a letter of intent as part of a new IMF standby agreement which goes to the fund board later this month.



٥٥١ من الاصل

# SIEMENS NIXDORF

**Europe's foremost IT manufacturer  
and the largest  
European computer plant**

**Leading in Europe with UNIX® multi-user systems and a leader in mainframes for all industries**

# Language translation systems and software in all languages

## High-tech laser printers and high-tech customer self-service centres

# Systems engineering in Boston and systems engineering in Singapore

# Capital ideas and the capital to implement them

# Siemens and Nixdorf

# Synergy at work

The merger of Siemens and Nixdorf is "Synergy at work", offering a major competitive advantage for the customers of Siemens Nixdorf Information Systems.

"Synergy at work" expresses both the philosophy and the strategic direction of the company. The potential for synergy has been woven into the fabric and corporate structure of the new organisation.

Siemens Nixdorf's customers will benefit from a comprehensive line of products and services, ranging from specialised individual applications to integrated corporate system solutions, from notebook PCs to supercomputers, and from dedicated business systems to computer networks for multinational organisations.



## AMERICAN NEWS

## Mexican exchange reserves at 2-year high

By Richard Johns  
in Mexico City

MEXICO'S international foreign exchange reserves stand at \$8.41bn (\$4.33bn), the highest official level in two years, President Carlos Salinas de Gortari said in a state of the nation address.

The figure compares with the \$12.55bn given by his predecessor, Mr Miguel de la Madrid, in 1988.

Compared with the unruly behaviour of the opposition last year, when deputies of the Democratic Revolutionary Party protested over alleged electoral fraud before storming out, Mr Salinas' address got off to a peaceful start.

But after 25 minutes there was one interjection from the floor when he spoke of democracy and justice.

He was also heckled over a reference to forthcoming negotiations on free trade agreements with the US and Canada. But his assurance that oil would remain the exclusive preserve of the state and, therefore, outside the framework of the talks prompted a standing ovation.

The annual address is one of only three occasions in the year when the government declares its foreign exchange reserves. The last disclosure, by the Mexican Banks' Association in July, put them at \$7.12bn. The increase would be accounted for by higher oil prices since the Gulf crisis and a rising inflow of capital. This is in spite of a trade deficit of \$1.02bn in the January-September period, compared with a surplus of \$53m in the same 1989 period.

The government also benefited from a six-month grace period on interest payments on the country's external public debt, partly the result of the retroactive agreement finalised with commercial bank creditors on the rescheduling of liabilities.

However, Mexico's foreign exchange reserves are presented as a gross figure, which does not take into account short-term lines of credit and obligations to the International Monetary Fund.

Mr Salinas said the \$8.41bn figure had been achieved despite the government's need to provide \$1.37bn for guarantees required to underwrite US Treasury bonds issued in exchange for old debt under the accord with the banks and the "Brady Plan".

## Commission to map out Canada's constitutional path

MR Brian Mulroney, Canada's prime minister, has launched an initiative to chart the country's constitutional future and heal wounds opened by the acrimonious debate earlier this year on the doomed Meech Lake accord, Bernard Simon writes from Toronto.

The premier was due to announce late yesterday the creation of a high-powered national commission to test Canadians' views on the future

role of Quebec and other controversial issues which arose during the Meech Lake debate.

With recent opinion polls showing Canadians' deep disillusionment with the political process, all serving politicians are expected to be excluded from membership of the commission.

Mr Mulroney was also expected to set up a more formal task-force of experts to examine the current pro-

cess of constitutional reform. The requirement that key changes to the constitution must have the unanimous consent of all 10 provinces and a provision that such changes may be debated for up to three years before ratification are blamed for much of the tension generated by the Meech Lake saga.

The Meech Lake accord, which would have brought Quebec into the constitution in return for recognition

of its unique francophone identity, collapsed last June after failing to win approval from two of the least important provinces, Manitoba and Newfoundland.

At the same time the public mood has soured, fuelling nationalist sentiment in Quebec and regional discontent in western Canada.

The new commission is the first in what is likely to be a series of initiatives by the faltering Mulroney

government designed to project a strong, unified country ahead of the next general election, probably in 1992.

Besides the principal question over the future of the Canadian federation, the commission will act as a sounding board for other issues which have surfaced in recent months, including the role of Canada's aboriginal people, parliamentary reform and inter-provincial trade barriers.



## Provincial fears offer rich pickings for Reform Party

Bernard Simon on the growth of populist politics

AMONG the consequences of Canada's recent preoccupation with Quebec has been a flare-up in the resentment towards Ottawa which periodically envelops the west of the country.

The sense of alienation in the resource-rich provinces of British Columbia, Saskatchewan, Manitoba and Alberta is proving to be fertile ground for the three-year-old Reform Party of Canada.

With a populist platform that includes a smaller role for government, an end to national bilingualism, stricter controls on immigration and a greater say for the west in Ottawa, the party has become a force to be reckoned with in national politics.

Opinion polls show that support for the RP and another regional party - the Bloc Québécois - is growing at the expense of Prime Minister Brian Mulroney's Progressive Conservatives, who, in turn, are losing ground to the left-wing New Democratic Party.

Polls in Alberta show the RP is well ahead of any other party in the province. Its share of decided voters in the other three western provinces is esti-

mated at about 20 per cent.

If a general election were held today, the party is confident it would win between 24 and 36 seats in the 295-member House of Commons.

Parts of the RP's message also appear to be falling on receptive ears in central and eastern Canada. More than 700 people last month crammed into a hall in Orillia, a town 80 miles north of Toronto, to hear Mr Preston Manning, the party's leader.

About a quarter of them signed party membership forms after the meeting. The RP has had the bit between its teeth since it won a runaway by-election victory early last year in a rural Alberta constituency. A few months later 240,000 Albertans voted for the RP candidate in a pioneering election called by the Conservative provincial government to select a nominee for a vacant seat in the federal Senate, the non-elected upper chamber of parliament.

Much of the RP's appeal is based on the roughly equal dislike among western Canadians for politicians in Ottawa, the corporate elite in Toronto and French-Canadians in Montreal.

Western Canadians remember with bitterness former prime minister Pierre Tru-

deau's 1980 national energy policy which favoured oil consumers in the industrial heartland of Ontario and Quebec, to the detriment of producers in Alberta and Saskatchewan.

The westerners' complaints include the plight of prairie wheat farmers struggling to make a living in cut-throat markets, the growing number of Hong Kong immigrants who crowd schools and push up property prices, and high interest rates which are designed primarily to curb inflationary pressures in Ontario, but which hurt the west.

The disdain is summed up by Mr Manning's complaint that the party runs into a "blank wall" at the Bank of Canada, the central bank, when it seeks information on how interest rates affect different regions.

Mr Manning, 47, combines an engaging folksiness with a thoughtful approach to political issues. He has the advantage of being the son of a hugely popular former premier of Alberta who held office for 25 years.

A recurrent theme of his speeches is a comparison between the "old Canada" of

profligate governments, ethnic disharmony and out-of-touch politicians and the RP's "new Canada", in which it is envisaged that parliament has been reformed and economic growth is driven "not by the government, but by internationally competitive, financially viable and environmentally sustainable businesses".

A key plank in the RP's platform is that Quebec receives far too much attention from a government in Ottawa whose leader - Mr Mulroney - is a native of the francophone province.

"Our preference would be to see Quebec stay in Canada," Mr Manning says. "But we

can't go on with it having a dominant constitutional relationship."

In the RP's view, promotion of the French culture should be left to the Quebec provincial government. French would be the working language of Quebec, while English would predominate in the rest of the country, with safeguards for minority groups in each region.

The RP is also in the forefront of calls for a so-called "triple-E" (elected, equal and effective) Senate, which would include equal representation from the 10 provinces, rather than the present preponderance of Quebec and

Ontario. It wants looser party discipline among MPs and national referendums on key issues.

It is still unclear whether the RP is merely a protest movement of the kind that prospers between elections. Some of the prominent issues which have helped the party - such as Senate reform and a hugely unpopular value-added tax (which the party says should be scrapped until the government can get its spending under control) - may recede by the time Canadians next go to the polls, probably in 1992.

For the moment, however, the RP looks to be more than a shooting star.

## Employers gain ground in NY print dispute

By Alan Friedman  
in New York

THE New York Daily News, the loss-making tabloid which is the third biggest daily newspaper in the US, has suffered considerable enmity from workers in recent years, but nothing as violent or as crucial for the paper's future as the confrontation between management and 2,400 union workers that erupted seven days ago.

The latest conflict, which began with a minor incident at a 1930s-era plant in Brooklyn, has seen angry workers fire-bombing delivery trucks and threatening news agents and distributors with violence.

The striking workers claim that the management, which has spent millions of dollars training a force of non-union workers now in key positions at the paper, provoked the showdown to break the unions once and for all. Within an hour of last Thursday's strike decision the management had bussed in non-union replacements.

The conflict has pitted a determined proprietor against an old-fashioned collection of unions that are bent on preserving many benefits that are patently uneconomic.

At stake for the paper, a subsidiary of the Tribune Company of Chicago, is its survival. But, unlike the recent make-or-buy conflict between the owner of the New York Post and its unions, which was about wage cuts, the battle for the News is about the management's right to slash its workforce by half and introduce new technology.

Not since the 1985 "Battle of Wapping" between Mr Rupert Murdoch and his unions in London has there been such a significant conflict in the English-speaking newspaper industry. And as of yesterday with the unity of workers in doubt and the publisher saying that some 900 workers had effectively lost their jobs permanently - it began to look as though the owners were on their way to eventual victory by attrition.

The dispute comes at a time when much of the US newspaper industry is facing a steady decline in advertising revenues, especially in the recession-bound north-east.

The News had suffered a drop in circulation and an estimated \$40m (\$20.5m) of losses at the time of the strike.

Mr James Hoge, the 54-year-old publisher of the News, claimed yesterday that new technology - which would require a \$500m investment - is by now an almost secondary consideration. "Even if we were to change no technology at the News we would still have overmanning of 50 per cent," he said, claiming that the paper funded between \$70m and \$100m of annual operating costs that were "wholly unrelated to production and unnecessary".

Mr Hoge cited examples such as "static overtime" payments for workers who did not actually work the extra hours, and limits on the number of bundles that could be put on delivery trucks, forcing many trucks to go out "half-full".

He said the replacement of union staff meant that about 900,000 of the paper's normal 1.1m print-run was continuing, but admitted that only 60 to 65 per cent was getting to readers. The unions say even fewer copies are getting through and are pressing advertisers, with some success, to boycott the News.

The conflict is a vicious one, but analysts believe the unions have played into the management's hands and now have few cards left. As was the case with Wapping, there is no shortage of non-union labour in New York.

## Pemex splits oil production activities

By Richard Johns

PETROLEOS Mexicanos (Pemex), Mexico's state oil company, is dividing its oil production activities into three regional divisions as part of a belated drive to increase efficiency.

Culiacán in the state of Sinaloa will be the base for off-shore operations in the Bay of Campeche, where 1.75m barrels of oil are produced daily from 10 fields - nearly 70

per cent of the country's total output.

Another division based in Poza Rica, Vera Cruz, will cover the northern on-shore region and a third with headquarters in Villahermosa, Tabasco, the southern sector.

The measure is part of a general reorganisation aimed at streamlining the organisation whose top-heavy structure is symbolised by the 800-ft Torre

Pemex, the highest building in Mexico City.

Last year an important move towards decentralisation was made when PMI Comercio Internacional was set up as an international marketing arm.

The government is allowing the company to keep nearly half the "windfall" profits resulting from the Gulf crisis to help defray its crippling debt.

## Nicaragua's central bank chief resigns

By Tim Coone

MR Francisco Mayorga, president of Nicaragua's central bank, has resigned following the rejection of his economic stabilisation plan.

The rejection came after talks between the government, business sector and opposition trade unions.

Nicaragua's hyperinflation - running at more than 20 per cent a month - and sharp recession have been aggra-

vated by the Gulf crisis and oil price rises.

After five weeks of talks, Mr Mayorga's proposals to cut the fiscal deficit by laying off 15,000 public sector employees and introducing a privatisation programme were dropped last weekend in favour of a more modest programme of public spending cuts and privatisation which do not involve job losses.

In return, the powerful National Workers Front (FNT) has undertaken to respect a strike agreement for six months.

The business sector did not sign the accord. During the talks, President Violeta Barrios de Chamorro warned that any of her ministers who did not accept the outcome of the negotiations would have to resign.

## A muddy road to the best little statehouse in Texas

Peter Riddell on a bruising race for governor

THE gaffe-prone cowboy versus the ex-alcoholic grandmother: "dopey versus doped," it has been called.

The race for the governorship of Texas has outdone the most fanciful episode of the Dallas television saga in its outrageous mudslinging.

Even the hardened citizens of the Lone Star state seem to have been enough after more than nine months of negative campaigning.

A poll this week says more than half the voters have an unfavourable view of both candidates and would prefer "none of the above".

The contest has cost \$32m (£14m) so far. The protagonists are Democrat Ann Richards, state treasurer for the past eight years, and Republican Clayton Williams, generally known as Claytie, an oil man and rancher from west Texas.

Mr Williams has spent roughly \$20m, including \$7.8m of his own money, prompting charges that he is trying to buy the governorship.

Until the last few weeks Mr Williams had a lead in the 10- to 15-percentage point range after sweeping to a landslide win in the Republican primary last March.

His appeal is to the values of the Old West. Most Texans now live in large cities or suburbs, but the Texas ideal is still rural - a land of big ranches, oil wildcatting and limitless possibilities.

Often wearing a Stetson hat and always cowboy boots - he does not own any shoes - Mr Williams embodies that nostalgia.

His most memorable television advertisement shows him riding on a horse before a carefully staged group of convicts, saying he would introduce drug dealers to "the joys of bustin' rocks".

His John Wayne-like message - and there are two statues of the film star in Mr Williams' office - is reinforced by a seductive personal charm. Like former President Ronald Reagan, who similarly offered simple verities and could be outrageous, he is disarmingly likeable.

On Tuesday, at a meeting in south-eastern Dallas where he

was being endorsed by a tough-looking group from the Teamsters union, Mr Williams paused, as if frozen for a second, grinning from ear to ear and lifting his finger. He personified the Texan from every movie.

Mrs Richards started with a number of obvious assets - a generally impressive record in government and a feisty style, most strikingly apparent during the 1988 Democratic convention when she teased adopted Texas George Bush for being "born with a silver foot in his mouth".

But she was an alcoholic in the late 1970s and one of her

"drinking again". He has even called her a liar and refused to shake her hand at a joint event.

Only this week Mr Williams appeared ignorant during a television interview when he did not know anything about a proposition, the only one on next Tuesday's ballot paper, limiting the governors' powers.

Political consultants believe this accumulation of gaffes has been seriously damaging. What was originally the novel appeal of the outsider has turned through the long campaign into over-familiarity and embarrassment. An advertisement for Mrs Richards ends with an announcer asking sceptically, "Governor Williams?"

The average Texan has seen Mr Williams 80 times in television spots, which is four times the saturation rate. It would be an appropriate irony if a candidate who has spent nearly \$17m on such advertisements should suffer through over-exposure.

The polls suggest that he has lost support among suburban women, who have been worried not only by his opposition to abortion but also by his insensitivity.

Yet he has a strong appeal to working men who like his stress on traditional Texan values and mistrust a woman, especially with a liberal reputation.

Washington's budget mess has, as elsewhere, damaged the Republicans, though Mr Williams has distanced himself from President Bush. "I don't always agree with my wife either, but when I phone George, he's going to take my call."

Neither candidate has appeared to address the serious problems which Texas faces - a growing state deficit (only partly helped by the jump in the oil price), and a school system being run by the courts since its present financing has been ruled unconstitutional, as well as crime and environmental threats.

In the end, it will turn on the lesser of two evils. If Mr Williams loses, he will only have himself to blame; as he remarked in conversation this week: "My campaign shows I'm not a politician."



US MID-TERM ELECTIONS

Democratic opponents in the bitter spring primary campaign accused her of cocaine use, a charge she has never fully answered.

That, and her strong liberal and feminist support, have made her vulnerable in a conservative state.

Consequently, she has been on the defensive for most of the year, trapped in the war of negative advertisements. Her campaign has also lacked a clear message. On Tuesday evening at a rally in Fort Worth she sounded tired and lacklustre.

Yet during October the race has tightened to where Mr Williams has a lead of five points or less.

Ever since the spring he has made damaging gaffes. First, he said rape was like bad weather because "if it is inevitable, just relax and enjoy it". That incident was revived this week when a rape victim said her attacker used Mr Williams' phrase.

He also talked of being "served" by prostitutes in Mexico and has more recently joked that Mrs Richards must be

# LOHJA AND WARTSILA MERGE TO FORM METRA

Lohja Corporation and Wartsila Group will merge at the beginning of 1991 to form a single international industrial group called Metra.

The new Group will mainly comprise a diversified building-related industry and a diesel engine division. Metra will include such well-known brand names as Wärtsilä diesel engines, VingCard hotel locks, Lohja building materials and EVAC vacuum sewage systems. It will have production plants in Europe, the USA and the Far East and will occupy a leading position in several of its key business areas.

### Metra

John Stenbergin ranta 2  
00530 Helsinki, Finland  
Tel. +358 0 709 51  
Fax. +358 0 735 496

Lohja Building Materials, Abloy Security, Sanitec, Wärtsilä Diesel, Lohja Caravans, Electronics, Cimcorp

\* Proposal to an extraordinary shareholders' meeting of Lohja Corporation to be held in December 1990.

## IMMIGRATION TO CANADA

LOBRAL INC. (est. 1980) provides expert advice to individuals wishing to immigrate to Canada as investors and/or entrepreneurs.

Our President will be in London to meet with clients November 10-14, 1990

During his stay he will be available to meet with parties interested in obtaining detailed information on our services. To arrange for an appointment, please contact our head office:

### LOBRAL INC.

1255 University Street, suite 1600  
Montreal, Quebec, Canada H3B 3X3

Tel: (514) 874-0324  
Fax: (514) 874-0329

551 من الاطباء



Behind  
every Economist  
reader  
there's someone  
who isn't.



## UK NEWS

## Shops allowed to charge more for credit card sales

By John Thornhill and David Lascelles

FOR THE first time in Britain shops will be able to charge extra for goods bought with credit cards, the government announced yesterday.

In a written reply to a parliamentary question, Mr John Redwood, corporate affairs minister, said he would now implement the Monopolies and Mergers Commission report on credit card services. This had recommended the abolition of the "no-discrimination rule" (the stipulation by credit card organisations that retailers must charge all customers the same amount whether they pay by card or in cash).

Mr Redwood's announcement follows the dismissal by the Appeal Court last month of Visa International's appeal against this MMC ruling.

Mr Redwood said the move, to be introduced next March, would lead to a fairer deal for most shoppers and would allow more banks and financial institutions to enter the credit card business.

He said further regulations would now be prepared ensuring that any differential pricing was clearly indicated to the consumer.

Retailers generally welcomed the move although it is



John Redwood: will implement MMC proposals

not clear to what extent they will exercise their option to offer differing prices.

Mr Stuart Leadall, WH Smith's group treasurer, said: "I think most of the big retailers have misgivings about the whole issue of dual pricing."

He explained it would confuse customers, complicate the reconciliation of stock holdings with sales registered at the till, and discourage shoppers from paying with plastic cards when many retailers were investing heavily in EFTPOS electronic

funds transfer at point of sale) equipment.

But a spokesman for the Retail Consortium, which represents most of the retailing industry, welcomed the decision and said that both retailers and customers would benefit from the greater choice.

"I think it is likely that smaller retailers selling high ticket items will want to offer a discount for cash. They would rather pay a discount to a customer than a bank," he said.

The first reaction of the banking industry was that it was unlikely to make much difference to the credit card business. Bankers said that they did not expect retailers to make wide use of dual pricing.

Barclays, the largest bank card issuer, said it was disappointed and predicted the move would cause confusion.

The bank also feared that it would push up prices by encouraging retailers to surcharge for card use rather than discount for cash. But a spokesman said he doubted whether retailers would use it.

Visa International, the card company which challenged the MMC findings in court, said it did not believe the market wanted dual pricing.

## Asil Nadir to query allegations against him

By Raymond Hughes and Clay Harris

MR ASIL NADIR, chairman of Polly Peck International, yesterday won the chance to argue in court that the Serious Fraud Office must tell him of what criminal offences he is suspected.

Mr Nadir, who denies having committed any criminal act, was given leave in the High Court to seek a judicial review of the SFO's refusal to tell him the basis for its investigation of his affairs.

The case will focus further attention on the behaviour of the SFO in the Polly Peck affair and on the draconian powers given to investigators in cases of suspected serious fraud.

Mr Nadir said last night: "We'll proceed calmly and recover lost ground." The SFO said it welcomed the opportunity "to clarify the point at issue". Meanwhile, more than half of Polly Peck's London employees, 70 of 120 in all, were sacked yesterday by the administrators appointed last week to oversee the company's affairs. Mr Nadir's personal secretary and assistants were not affected.

In the High Court, Lord Justice Taylor said that, "without giving any reason for undue optimism," he and Mr Justice Morland had decided Mr Nadir had an arguable case meriting a full hearing of his complaint. Mr Nadir's complaint is that he was compulsorily questioned by the SFO on September 20 without being given sufficient information to enable him to answer adequately and rebut the SFO's suspicions.

In a statement on Tuesday, Mr Nadir said he has answered as best he could the "generalised" questions put to him at the interview. "After the interview neither I nor my lawyers were any wiser about the actual transactions... which must have concerned the SFO." At the full hearing, which is unlikely before early next month, Mr Nadir will seek an order requiring Mrs Barbara Mills, QC, the SFO director, to give him details of the transactions that have brought him under suspicion.

## Britain delays decision on ageing tanks

By Charles Leadbeater, Industrial Editor

THE government is preparing substantially to scale down its order to replace the Army's fleet of ageing Chieftain tanks. It is thought the original plans to build 600 tanks will be cut down to an order of between 300 and 350.

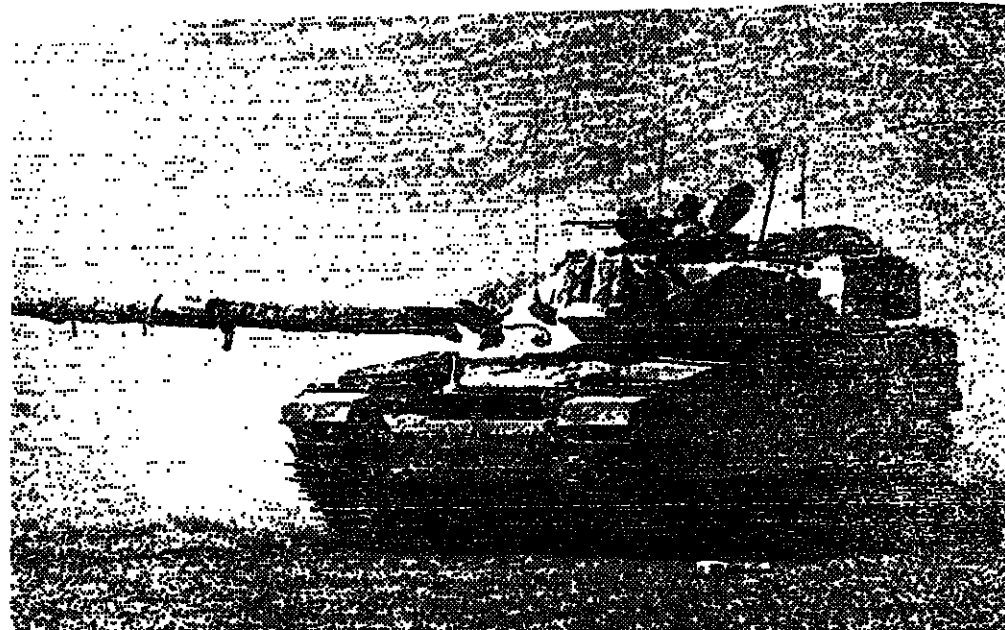
Mr Tom King, the defence secretary, yesterday disclosed that the decision on the replacement, which had been expected by the end of this year, had been deferred until next spring.

The delay will allow the Ministry of Defence to reconsider the Army's requirements in the light of two uncertainties.

The first is the progress of arms talks on reducing conventional forces in Europe. A deal to cut conventional forces is almost certain to lead to a cut in the British tank order.

The second is the development of the conflict in the Gulf. Planning for the military operations in the Gulf has diverted senior officials involved in the tank decision. More significantly the MoD wants to assimilate any points about how different tanks perform from the Gulf conflict.

The delay is a blow to Vickers, the British manufacturer which has just completed a £90m contract to develop its Challenger 2 tank. Vickers said it was disappointed by the delay because trials this summer of the nine



Saved from scrap: the ageing Chieftain has earned a temporary reprieve

Challenger 2 tanks it has built had gone well.

The company said the delay would not have a significant impact on it, partly because the MoD had given it an additional bridging contract to keep engineering and design staff employed.

Vickers's tank factories at Leeds and Newcastle, northern England, which employ about 1,800 people are fully employed

with other work. About 10 per cent of Vickers' profits come from tank production.

The contract is one of the most competitive in recent years because foreign defence groups, facing declining military spending in their own countries, have entered the contest.

Vickers is competing with General Dynamics of the US which is bidding to produce a

British version of its M1A2 Abrams tank; Krauss Maffei, the west German manufacturer which makes the Leopard 2 and GIAT-Industries, the French state owned group which makes the LeClerc.

Should Vickers lose the contest it would almost certainly be forced to consider redundancies and there would be criticism of the decision to give it a development contract.

## European wages likely to rise as shortage of labour worsens

By Edward Balls

THE SHORTAGE of labour in Europe is likely to force companies to pay higher wages and could lead to a boom in employment agencies, according to a new survey published yesterday.

The report by Business Strategies, a London-based consultancy group, warned labour shortages could represent a serious constraint on output unless companies take action.

"The demographic squeeze will mean a higher rate of return for those firms which hire, train and keep the best workers," the report added.

This will lead to an increased demand for employment, training and relocation agencies, similar to the 1980s

global revolution in the provision of financial services.

Companies will be forced to pay higher real wage increases to attract the labour they need.

The report's predictions are based on figures released by Eurostat, the EC's statistical office, which suggest that Europe's labour force will contract by 5.5 per cent over the next three decades from 145m in 1990 to 137m by 2020.

Germany, Italy and Denmark all face immediate constraints caused by their shrinking labour forces.

The UK, along with France, the Netherlands, Portugal and Spain, do not face the same immediate problems. But increasing labour difficul-

ties are expected to emerge from the beginning of the next decade.

Greece and Ireland should be free of any problems, says the report, despite continued out migration.

The UK has should be concerned, according to the report, about because of its relatively poor levels of investment in training and inflationary tendencies in the labour market - though ERM membership may help in the latter respect, the report argues.

"People at Work - European Demographics in the 21st century". Available from Business Strategies Ltd, 10 Kendrick Meads, South Kensington, London SW7 3HG. Price £215.

## Taiwan group picks Glasgow for plant

By James Buxton, Scottish Correspondent

DELTA ELECTRONICS, a large Taiwanese manufacturer of power supply equipment for electronic products, is to set up a £14m plant near Glasgow which could eventually employ 570 people.

It will be only the second Taiwanese plant in Britain and will enable Delta to be closer to its growing number of EC-based customers.

Delta is one of the leading makers of switch mode power supply equipment, the units which control power supplies to personal computers, consumer electronic products and communications equipment.

Its customers include International Business Machines and Compaq, both of which

have plants making personal computers within a few miles of Inchinnan, Renfrew, where Delta is to be located.

Delta, which expects sales of \$154m (£78m) this year, already has manufacturing plants in Taiwan, Thailand and Mexico and employs more than 4,500 people worldwide.

Nearly 30 per cent of personal computers made in the EC are produced in Scotland, he said.

Delta expects to have the 50,000 sq ft plant operating by the end of 1991 or early 1992. At first it will employ about 100 people at the site but it hopes to expand to 150,000 sq ft and employ 570 staff there within five years.

## Plan to invest £100m in cement industry shelved

By Andrew Taylor, Construction Correspondent

THE BIG fall in UK construction output has led to the postponement of a £100m investment plan to provide the first large increase in British cement manufacturing capacity since 1975.

Castle Cement, Britain's second largest cement manufacturer, in February announced plans to triple production, from 500,000 tonnes to 1.5m tonnes a year, at its Fadeswood plant at Clwyd, north Wales.

Sales of cement have fallen sharply this year as UK demand for commercial and residential property dropped.

Cement prices have also slipped since the spring when a 6 per cent increase was announced by British cement manufacturers. This summer

also saw the first serious price competition for more than 50 years between British cement manufacturers.

Castle was acquired for £230m two years ago from RTZ, the mining group by a joint venture of Aker, the Norwegian building materials and North Sea oil service group, and Euroc, the Swedish building materials company. It estimates that annual cement sales in Britain have fallen by approaching 12 per cent this year to about 15.5m tonnes.

Imports of cement into Britain from continental Europe have also fallen steeply. Blue Circle, Britain's biggest cement manufacturer, has forecast cement imports will fall to between 300,000 and 400,000 tonnes this year.

## FT LAW REPORTS

## Laytime runs at total discharge rate

GENERAL CAPINPIN: FREE WAVE, PROTEUS House of Lords (Lord Keith of Kinkell, Lord Brightman, Lord Templeman, Lord Griffiths and Lord Goff of Chieveley): October 25 1990

A LAYTIME clause in a standard form of voyage charterparty providing for discharge at an overall rate for the ship, is not changed by the addition of "basis five or more available hatches pro rata if less than five workable hatches" to provide for discharge at a rate per available working hatch.

The clause continues to provide for overall rate of discharge, but is qualified by the added words, so that if less than five workable hatches are available when discharge begins, the overall rate is reduced pro rata and, if hatches cease to be available during discharge, laytime shall not run during the period of non-availability.

The House of Lords so held (Lord Templeman dissenting) when dismissing consolidated appeals by the President of India, the world's largest charterer of dry cargo vessels, from Court of Appeal decisions that laytime under voyage charterparties of General Capinpin, Free Wave and Proteus, owned by Jensen (UK) Ltd, Kestell Shipping Corporation, and Pearl Freighters Corporation respectively, was calculated by reference to an overall rate of discharge for the ship, not to a rate per available working hatch.

LORD GOFF said that by charterparties dated May 25 1983, December 16 1983 and June 25 1984 respectively, General Capinpin, Free Wave and Proteus were chartered for the carriage of cargoes of wheat to India.

In the General Capinpin charter the laytime clause provided that cargo was to be discharged "at the average rate of 1,000 metric tons basis five or more available workable hatches pro rata, if less than five workable hatches, per weather working day".

The clause did not, in its original form, contain the words "basis five or more available workable hatches pro rata if less than five workable hatches". They were added.

The owners contended that the clause expressly provided for an overall rate for the ship, ie "1,000 metric tons... per weather working day". They said the effect of the added words was not to substitute a

rate per hatch for the overall rate, but was to qualify the provision for an overall rate in two respects: first, if, when the vessel began discharging, less than five workable hatches were available, the overall rate would be reduced pro rata; second, if, in the course of discharging, any hatches should cease temporarily to be available, the relevant period should not count towards laytime.

The charterer adopted a different approach. It was contended that "available workable hatch" had acquired in law a well-established meaning.

In *The Giannis Xilas* [1982] 2 Lloyd's Rep 511, Lord Justice Bingham said the expression denoted "a hatch which can be worked either because under it there is a hold into which cargo can be loaded or a hold out of which cargo can be discharged".

On that approach, if a hatch was not "available workable" at commencement of loading or discharge, or by reason of temporary impediment, or by reason of loading or discharge having been completed, time should not count in respect of that hatch. That led to the practical result that the clause would have the same effect as if it had provided for a discharging rate per available working hatch - a well-established formula for computation of laytime, which the charterer said must have been intended by choosing a clause in a form based on the available workable hatch.

The owners' approach was adopted by the arbitrators in all three cases. On appeal, Mr Justice Webster preferred the charterer's approach. The Court of Appeal reversed his decision and restored the arbitrators' decision.

The charterer now appealed. The form of clause providing for a rate per available workable hatch was to be contrasted with the form of clause providing for an overall rate for the whole ship.

Both forms had their virtues. Under the clause providing an overall rate, a quick, if rough and ready, calculation could be made which would enable the parties to calculate how much laytime was *prima facie* available to the charterers for discharging - all they had to do was to divide the bill of lading quantity by the specified rate.

A laytime clause which provided for a rate per hatch - in particular a rate per available workable hatch - was a more highly-tuned clause which took

account of the fact that loading or discharge of one particular hatch might take longer than another, and that completion of loading or discharge of the whole ship might well be governed by the amount of cargo under the longest hatch. That was likely to be of special importance where there was a substantial discrepancy between the volumes of cargo spaces.

The impact of such a clause on the calculation of laytime, if taken in isolation, was likely to favour the charterer, because he would be protected by it from prolongation of loading or discharge by reason of the existence of comparatively long hatches - in "isolation" because if a clause was perceived to favour one or other party, its inclusion in the charter might be reflected in the freight rate. If it appeared there were significant differences in the sizes of the holds, the charterer could bargain for more favourable terms.

If the owners' approach was correct, the daily rate of discharge required from the longest hatch in the cases of General Capinpin and Proteus was 252 and 278.72 metric tons respectively, whereas in the case of Free Wave a daily rate of 431.79 metric tons was required.

That startling difference was due to the fact that Free Wave had two small cargo spaces and two large cargo spaces. The effect of those disproportionately small and large spaces was that a very fast discharging rate was required from the longest hatch to complete discharge within laytime.

A charterparty was not like legislation, forced on parties against their wills. It was bargained for and if any particular provision was perceived to favour one or other party, that could be taken into account when negotiating consideration.

Once a clause was embodied in a commercial contract it had simply to be construed in its context, from the objective point of view of reasonable persons in the shoes of the contracting parties. It had to be construed sensibly and regard had to be had to its practical effect. But the objective interpretation was of paramount importance in commercial affairs.

The problem in the present cases, which was essentially whether the clause should be given effect as providing for an overall rate of discharge for the whole ship qualified by "basis five or more available

workable hatches" as proposed by the owners; or whether that reference should be treated as overriding the provision for overall rate of discharge, substituting for it a rate per available working hatch.

In all three cases the owners' construction appeared to have been unanimously adopted by the arbitrators.

What really struck the arbitrators was that the clause did indeed provide for an overall rate of discharge, and did not expressly provide for a rate per hatch, despite the existence of well-known authorities dealing with clauses which so provided.

They were simply not prepared to ignore the express provision for the overall rate. They preferred to treat the reference to "available working hatches", not as substituting a rate per hatch for the expressly provided overall rate for the ship, but rather as imposing a qualification on it.

That was the reaction of commercial men, who must have been well-aware of the practical consequences of their decision, and who must also have been well-aware how charterparties were negotiated and how they were likely to be understood by practical men in the trade.

There was no good reason for departing from the arbitrators' conclusion. His Lordship reached the same conclusion for basically the same reasons as the arbitrators. He was also influenced by the shape of the clause, which appeared to be so drawn as to give primacy to the overall rate for the vessel. The conclusion was consistent with the reasoning of Mr Justice Parker in *The Trosvaue* [1981] 2 Lloyd's Rep 159, though the point there was a subsidiary one.

Appeal dismissed.

Lord Keith and Lord Brightman agreed.

LORD TEMPLEMAN, giving a dissenting judgment, said he could not accept that the charterer amended its standard form to no purpose. The object and effect on the clause were to make sure that laytime was calculated by reference to the heaviest hold.

For the charterer: Angus Glenzie (Constant & Constant).

For the shipowners: Timothy Young (Sinclair Roche & Temperley); Middleton Potts; Holman Fenwick & Willan.

Rachel Davies  
Barrister

2.4 MILLION PCUSERS ARE GUILTY OF BREAKING THE UK COPYRIGHT LAW.\*

55% OF SENIOR MANAGERS USING PCs HAVE RUN SOFTWARE ILLEGALLY.\*

43% ARE UNAWARE OF THEIR COMPANY'S FORMAL POLICY ON SOFTWARE USE.\*

45% ARE UNAWARE OF THEIR COMPANY EVER UNDERTAKING A SIMPLE SOFTWARE AUDIT.\*

SINCE AUGUST 1989 ILLEGAL USE OF SOFTWARE IS A CRIMINAL OFFENCE.

COMPANY DIRECTORS MAY NOW FACE UP TO 2 YEARS IN PRISON.

## WHICH SENTENCE ARE YOU LOOKING AT?

Software theft cost British industry over £300m last year - a figure that rose throughout the 1980s. Copying licensed software is theft. Software theft is illegal and the law courts are coming down hard on those companies involved.

For the accused, it is embarrassing, time consuming and expensive. Most at stake is their reputation.

140 of the leading computer companies in the world belong to FAST. It exists to combat the threat of software theft, or piracy as you may know it.

\* courtesy of MORI 1990

This will ensure that software publishers can continue to develop programs that will benefit your own company. Our research shows that conducting a simple software audit within your company is the most effective way of highlighting and eliminating software theft.

Save us having to highlight it for you

Call FAST on 0800 181502 for details of our Software Audit Pack.

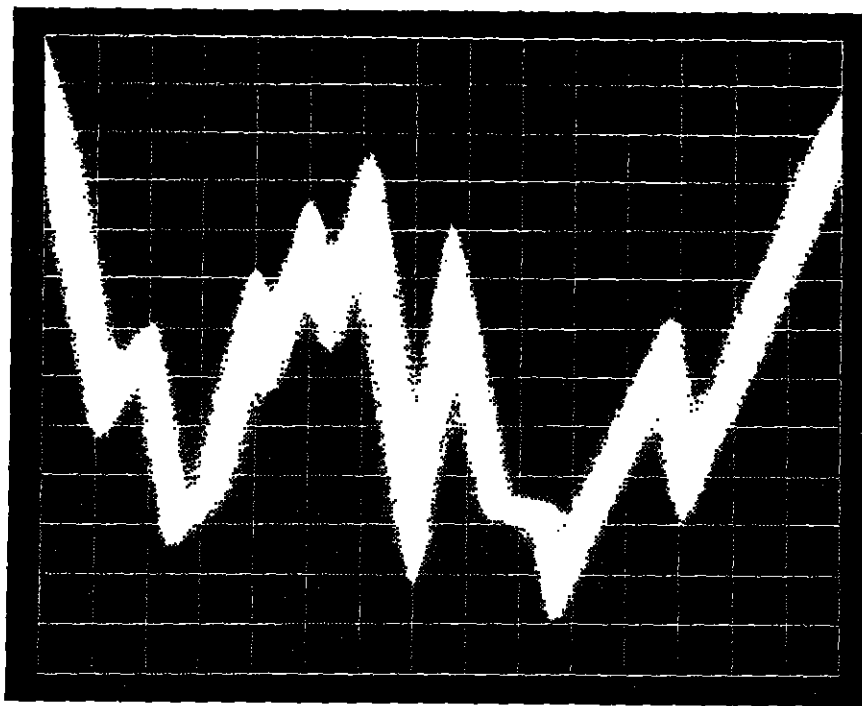
**FAST**  
Federation Against  
Software Theft

2 Lake End Court, Taplow Road,  
Taplow, Berks SL6 0JQ.  
Tel: 0628 660377 Fax: 0628 660348

1520 1520 1520



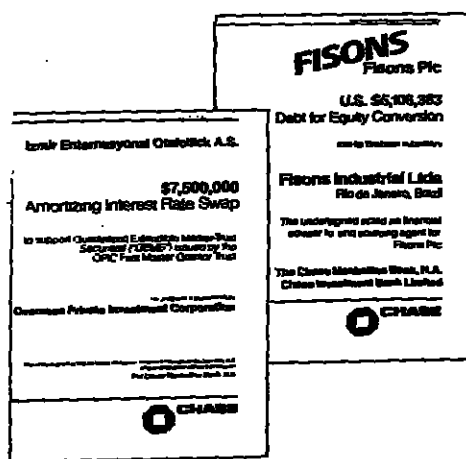
## VOLATILE MARKETS CAN BE DISASTROUS.



Today's business world is more volatile than ever before, with commodity prices, interest rates and exchange rates all fluctuating dramatically.

Such unpredictable changes can leave even the most successful, best-run companies in a weakened financial condition. Unless, that is, they've taken advantage of a comprehensive risk management programme.

Not just as a hedge against adverse trends, but as a potent corporate weapon in creating opportunity out of volatility.



Of course, turning areas of exposure into positions of strength requires a bank with rather special qualities.

Which is why Chase offers an unrivalled breadth and range of instruments, including several innovations

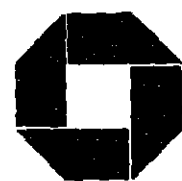
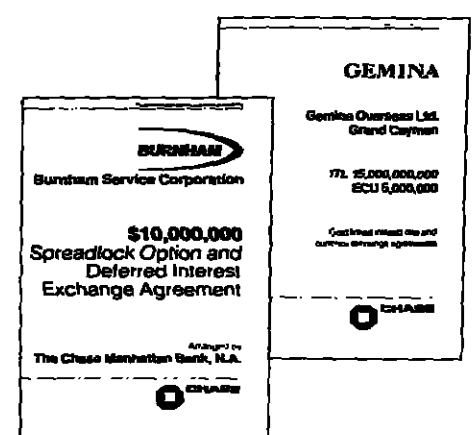
we've pioneered ourselves, such as oil swaps and participating forwards, and daily dealings in futures, options, swaps and forwards.

And offering high volume, low margin products at truly competitive rates. Backed by a wealth of knowledge and understanding of both global

trends and local markets, from our comprehensive network of specialists in 20 European countries.

Together with an investment of \$95 million in our European Operations and Administration Centre, equipped with the latest information technology to provide comprehensive services for quick, effective FX dealing, transaction netting and global custody.

All to help our clients prepare for the unexpected, and turn it into opportunity.



# CHASE

## CREATING OPPORTUNITIES OUT OF CHANGE.



## UK NEWS

## CAA urged to speed up review of air congestion

By Paul Bette, Aerospace Correspondent

THE government has asked the Civil Aviation Authority (CAA) to speed up its review of the traffic distribution rules for London's congested airports.

This would bring nearer a decision on the vexed issue of whether to allow United Airlines to step into the Heathrow airport slots of Pan American, the financially-troubled US carrier.

United Airlines agreed last week to buy Pan Am's transatlantic route rights into Heathrow airport for \$400m. But the existing UK rules bar new airlines from operating out of

Heathrow and forces them to fly either to Gatwick or Stansted, London's second and third airports.

Washington is arguing that under the Bermuda 2 bilateral air service agreement between the two countries, the US is entitled to two airlines serving Heathrow. At present, these include Trans World Airways and Pan Am.

By replacing Pan Am at Heathrow, United should be regarded as a replacement airline rather than a new entrant into London's busiest airport, the US claims.

The CAA is now expected to submit its recommendations to the Government on the controversial issue early in January. The authority wrote yesterday to around 400 organisations

minister, originally asked the CAA last September to draw up recommendations on the possibility of removing or modifying the existing London airport rules by next March.

But the United Airlines-Pan Am deal has now precipitated the situation and risks provoking a fierce political row between the UK, the US government and the airline industry as a whole.

seeking their views by the end of this month on whether some or all of the current London airport rules should be abolished. It will subsequently formulate its recommendations to the Government.

Although this will accelerate the timetable of the review, it is unlikely to satisfy the US which has been seeking an even swifter decision from the UK authorities over the United Airlines deal.

United Airlines, however, is not alone in seeking access to Heathrow. Several large international carriers now serving Gatwick

have been queuing up to fly into Heathrow. They include, among them, American Airlines, United Airlines' arch rival, Delta and Northwest as well as Cathay Pacific. Mr Richard Branson's Virgin Atlantic Airways has also been seeking Heathrow slots.

All these airlines are expected to argue they have precedence over United Airlines for Heathrow runway slots.

The government's decision could also have a significant impact on British Airways, which has been vigorously defending its dominant position at Heathrow.

## TV makers foresee a gloomy sales picture

Michael Skapinker looks at the prospects for the household electronics sector

AS THE warnings of an imminent full-scale recession multiply, the companies which produce Britain's television sets and other household electronic goods feel particularly vulnerable.

These companies know that consumers can do without their products if they have to.

Ferguson, the leading supplier of TV sets to the UK market, has already seen the damaging effect that declining consumer confidence has on sales. That was two years ago when interest rates started to climb.

For Ferguson and other consumer electronics manufacturers, the coming months hold few fresh terrors.

Manufacturers say that while TV sales have been disappointing over the past two years, sales of other consumer electronic products, such as camcorders, satellite receiving equipment and video cassette recorders, have shown healthy growth.

Although 1990 is not expected to show a large drop on last year, 1989 was a poor year for the industry. Total sales of TVs in 1989 fell by 12 per cent to 3.2m units. That figure included a total of 1.9m large screen sets, the lowest level for eight years.

Mr Doug Hopper, Ferguson's market-

ing controller says: "We had a bad 1989. This year has not been as painful for us because we took our medicine early."

That included closing the company's TV factory in Enfield, North London, and transferring some of its operations to Ferguson's second plant in Gosport, Hampshire.

Mr Hopper says Ferguson, which is a subsidiary of Thomson of France, has seen a drop of between 6 per cent and 7 per cent in unit sales of TVs this year. Mr Harris tells a similar story: he says unit sales of TVs are down 10 per cent.

"The average life of a television set in the UK is seven to eight years," Mr Harris says. "It's relatively easy to delay replacing it." With 90 per cent of British households equipped with at least one large screen set, the incentive to buy a new one is not great.

In value terms, however, Mr Hopper says that TV sales look set to remain the same as in 1989 because when consumers buy a new set they tend to choose a more expensive model.

"It's the flight to quality," says Mr Bill Vestey, general manager corporate communications at Sony. "The lower-price, own-brand sets are feeling the squeeze more than the quality brands are."

Sony is Britain's leading manufac-

turer of TVs. It expects to make 1m sets this year at its plant in Bridgend, South Wales. It will also make 250,000 kits for export to Sony's Stuttgart factory.

The company says it has not revised its output plans because of the downturn in the UK. Apart from the fact that its UK market has held up reasonably well, 75 per cent of the sets made at Bridgend are exported.

Although TV makers are relieved that sales have not suffered further, a static year is still a disappointment for an industry which saw its UK market double in size between 1980 and 1988.

Manufacturers, however, say they are pleased with the video cassette recorder (VCR) market. Last year was a reasonably healthy one for VCRs with unit sales of 2.2m, 3 per cent lower than 1988.

Mr Harris thinks that the increased penetration of satellite TV is underpinning VCR sales: with more channels to watch, people want to record the programmes and films that they miss.

Mr Hopper of Ferguson has a different explanation for the buoyancy of VCR sales. About 80 per cent of 25 to 45-year-olds own VCRs, but a far smaller proportion of older people do. Many of those now buying VCRs are 55 and older.

"Television is entirely a replacement market. There's an element of replacement purchasing in the video market, but 43 per cent of the videos sold this year have been to first-time purchasers," he says.

"People over 40 used to be frightened of videos, but they now find them more acceptable. About a third of initial purchases are made by people who are 55 and over. They're people who have paid off their mortgages, they have savings and they have become richer as interest rates have gone up."

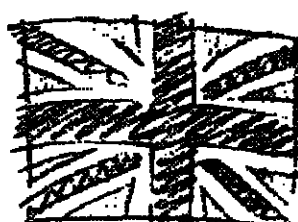
Mr Hopper says that sales of satellite-receiving equipment have also been reasonably good. About 500,000 receivers and dishes were sold last year.

This year's figure is expected to be about 1m. "It's not a spectacular success but it's not a failure," he says.

Sky Television's drive to persuade people to rent satellite dishes has boosted the market, he says. The large manufacturers say that the camcorder market was a particularly bright spot this summer. Prices have fallen and market penetration is still low.

In spite of these successes, manufacturers do not expect their overall market to improve substantially before Christmas 1991.

## BRITAIN IN BRIEF



## Ban agreed on nuclear dumping

A world-wide ban on the disposal of nuclear waste under the seabed from ships or platforms was agreed at an international meeting of the London Dumping Convention.

Britain, the US, France and the Soviet Union opposed the ban which was proposed by Spain. It was pushed through by 29 votes to 4 at the meeting held in the International Maritime Organisation headquarters in London.

However, the option of dumping nuclear waste under the seabed by tunnelling from the shore still remains.

## Iveco workers to stay home

Iveco Ford, the truck maker, is asking all 1,040 manual employees to stay at home next week in response to a steep decline in sales affecting the industry.

The decision is a further sign of growing problems among truck makers following an announcement last week by DAF, the Dutch group, that it will make a "significant loss" this year and that it is cutting more than 400 UK jobs.

Iveco Ford, a joint venture between the Fiat and Ford motor companies, is thought unlikely to make redundancies among its workforce.

## Cash for Ulster water supply

The government is to invest £500m in Northern Ireland's water service. It will also establish a new public body to manage water supply and sewage disposal in the province.

Mr Richard Needham, a junior minister at the Northern Ireland office, said the investments over the next 10 years would result in improved water quality and more modern sewage systems.

## BA starts new economy class

British Airways has launched a revamped economy class service which will cost the airline £70m over the next three years.

BA had hesitated over the launch of its new economy class at a time when earnings are under pressure from higher jet fuel prices and the



Another historic tunnel breakthrough occurred yesterday when workers (above) completed hand digging the final section of the dockland light railway extension more than 40 metres beneath the City of London.

This will run from Tower Gateway, by the Tower of London, to Bank station in the City. The railway currently stretches from the Tower eastwards to Stratford and to the Isle of Dogs where the massive Canary Wharf office project is being built.

## economic slowdown.

However, the airline decided to go ahead with the scheme because demand for economy class travel has remained buoyant in contrast to first and business class travel.

After revamping its first and business class services during the past two years, BA decided to relaunch its economy class service, which is used by 13m passengers a year.

## Move to no fault divorces

Radical reforms of divorce laws, putting an end to "quickie divorces" based on adultery or unreasonable behaviour, have been proposed by the Law Commission.

The long-awaited recommendations from the government's law reform body include the introduction of "no fault" divorce based on a one-year "cooling off" period. The suggested reforms follow widespread public concern at the present divorce rate and the effect that family-based divorce can have on couples whose marriages have broken down.

The government has signalled support for the Commission's recommendations and is expected to introduce legislation during the next session of parliament. Britain's divorce rate is the highest in Europe, with one in three marriages failing.

## DAS to transfer to south Wales

The Bristol-based DAS Legal Expenses is to meet growing demand for its services by

## transferring part of its operations to south Wales.

The German-owned company, whose British subsidiary claims to be the largest insurance company in the legal expenses field operating in the UK, is to open an office in Beccles, near Cardiff. It will handle claims relating to motor insurance.

## Water merger means savings

Customers of three water companies north of London will save almost 10 per cent on water bills over the next five years, following a merger with a French water supplier.

Mr Peter Lilley, the trade secretary, accepted guarantees from the companies that will safeguard the savings by setting new limits on price rises at Colne Valley, Rickmansworth and Lea Valley water companies.

Following a merger with Compagnie Générale des Eaux, they will be known as Three Valleys Water Company.

## Buses suggested as traffic cure

The trade association representing Britain's bus and coach industry has launched a campaign to put forward bus travel as the solution to urban traffic congestion.

The Bus & Coach Council urged transport policy makers to recognise that greater use of buses using reserved lanes could get people moving more quickly at lower cost than the construction of new roads. There are only 40 miles of bus lanes in London compared with 300 miles in Paris.

## IT'S PASSED THE TOUGHEST TEST OF ALL.



"Open up the System Box, and you might be looking at an IBM."

When it comes to the Amstrad PC3386SX for once the experts all agree.

"Good looks, fast moves and ferociously competitive prices."

(WHAT PERSONAL COMPUTER MAGAZINE)

And no wonder. The high standard of specification speaks for itself.

"One of the fastest SX's we've ever looked at."

(WHAT PERSONAL COMPUTER MAGAZINE)

The Intel 386sx™ processor runs at 20Mhz making it one of the fastest SX's on the market. What's more there's a full 1 Mb of RAM expandable up to a massive 16Mb.

The PC3386SX has 5 expansion slots and room to add extra floppy disc drives, hard drives and tape streamers.

All models have enhanced VGA graphics with a choice of 12" monochrome, 14" colour or 14" high resolution colour monitors.

"A sparkling performer."

(PC PLUS MAGAZINE)

They come with high density 3½" 1.44 Mb floppy disc drive and 40Mb fast access hard drive.

"It's a safe, reliable and well engineered bit of hardware... at an excellent price."

(PERSONAL COMPUTER WORLD MAGAZINE)

THE AMSTRAD PC3386SX



And all have a highly integrated design built within a robust metal cabinet.

"These prices will give headaches to most other PC makers from IBM downwards."

(WHAT PERSONAL COMPUTER MAGAZINE)

The Amstrad PC3386SX starts from as little as £1399 + VAT (the PC3286 with 16Mhz 80286 CPU starts from £749 + VAT).

We think you'll agree with 'What Micro?' Magazine:

"This is the one to buy."

FOR FURTHER DETAILS RING 0277 262326 OR FILL IN THE COUPON BELOW

Please send me details about the Amstrad PC3386SX.

Name \_\_\_\_\_

Address \_\_\_\_\_

Postcode \_\_\_\_\_

Send to: Amstrad plc, PO Box 402, Borehamwood, Herts. SG9 6NF. Tel: 0277 262326.

## EAST RAND GOLD AND URANIUM COMPANY LIMITED

(Incorporated in South Africa)  
Notice to holders of 15.5 per cent unsecured convertible debentures 1988/1991 - interest payment no. 13

## WESTERN DEEP LEVELS LIMITED

(Incorporated in South Africa)  
Notice to holders of 12 per cent unsecured convertible debentures 1986/1993 - interest payment no. 11

Notice is hereby given that the transfer registers and registers of debenture holders, of the above mentioned companies, will be closed from November 17 to December 1, 1990, both days inclusive, for interest payment purposes.

By order of the boards:  
ANGLO AMERICAN CORPORATION OF SOUTH AFRICA LIMITED  
Secretaries  
per A J S Sebba, Divisional Secretary

Registered Offices:  
44 Main Street  
Johannesburg 2001  
PO Box 61587, Marshalltown 2107

London Office:  
40 Hotham Viaduct  
London EC1P 1AJ

Johannesburg November 2, 1990

and growing

WORKING WITH OUR CLIENTS FOR SUCCESS

DAVIES AND PARTNERS SOLICITORS

GLOUCESTER BRISTOL NORTHAMPTON

Rowan House 135 Abchurch Lane 11 Seacroft Circle

Barnwood Gloucester GL4 7RT Bristol BS1 2JH Northampton NN3 1P

Tel: 0452 611245 Tel: 0454 619619 Tel: 0604 4994

Fax: 0452 611245 Fax: 0454 619616 Fax: 0604 4994

Dx: 55253 Gloucester 2 Dx: 35487 Almondsbury Dx: 47402 Northampton

or write to her at:

Number One Southwark Bridge

SE1 9HL

or contact Nina Kowalczyk, Rozana 37/9, Warsaw, Poland.

Tel: (22) 48 97 87

FINANCIAL TIMES

EUROPE & BUSINESS NEWSPAPER

TO ADVERTISE IN THE HOLIDAYS AND TRAVEL SECTION PLEASE CALL

Helen Day 071-407 5751

Sara Gabe 071-407 5753

Emma Stevenson 071-407 5763

AVAILABLE FROM BOOKSHOPS AND SELECTED OUTLETS FROM OVER 3,000 REGISTERED DEALERS

© 1990 Amstrad plc. All rights reserved. The Amstrad PC3386SX is a registered trademark of Amstrad plc. Intel 386sx is a trademark of Intel Corp. All rights reserved.

السنة الأولى ١٤١١ هـ



سأكون في المستقبل

WELCOMING TOMORROW'S EUROPEAN



Petra David, Development Consultant, Magistrat Halle

# Face the future in the New Germany

As the premier city of Saxon-Anhalt, HALLE is a thriving centre of commerce and industry, rich in potential for businesses wishing to take advantage of the many opportunities offered by a newly unified Germany.

Promising all the convenience of major motorway and railway links, an international airport and an executive business airfield, HALLE is ideally situated in the centre of the Halle-Leipzig area, the hub of industrial development in the new Germany.

The city is working hard to rapidly improve its infrastructure — an expanding centre of distribution, an improving telecommunications network and a three-fold increase in hotel beds by the end of 1991. New opportunities are opening all the time and are there to be exploited by the area's vast source of skilled labour.

In HALLE, you are also dealing with professionals who are eager to do business. That's why you can expect enthusiasm, dynamism and a refreshing absence of bureaucracy. HALLE is not the kind of city to simply present you with business prospects, but a city that will provide you with all the help possible to seize upon these opportunities and move into action immediately.

Face the future with HALLE and face the future of a new Europe with confidence.

HALLE  
City of opportunity.

## WE'LL COME TO YOU

Interested in the potential of HALLE? — Just say the word and our experienced development consultants will be at your side, with all the information you could ask for. Better still, why not come to us? Be our guest and enjoy real V.I.P. treatment.

Call:

Contact office West-Berlin (+ 49)-30-8266424

Or call:

(+ 37)-46-8402026

(+ 37)-161-250-3771

Fax:

(+ 37)-46-28419

(+ 37)-161-370-9736

Or write:

MAGISTRAT DER STADT HALLE  
DEPARTMENT FOR ECONOMIC DEVELOPMENT  
MARKT 1 · GDR-4020 HALLE/SAALE

**HALLE**   
*hat Zukunft*



## UK NEWS

## British Airways

## Why 'economy' has taken flight

The UK airline has been working its way through a revamp of the different passenger classes. Now it is the turn of the main cabin, which is being relaunched under a new banner and at a cost of £70m. Simon Holberton explains the background to the move

Yesterday's relaunch of British Airways' economy class service is the culmination of the most ambitious marketing exercise the airline has ever embarked upon.

The relaunch has been three years in the making and will cost the airline up to £70m over three years. It will reach more than 13m people and, if successful, many more in the years to come.

Civil aviation business to date has all been about getting "high yield traffic" - the business and first class traveller - but with growth in leisure travel forecast to rise by nearly 40 per cent between 1990 and 1995, getting the "economy" market right promises substantial opportunities for BA.

Since the mid-1980s BA has been refocusing its business. This has involved repositioning the service it offers in the cabins of its aircraft. First Class was relaunched in 1987, followed by Club (business) Class in early 1989.

"The main cabin travellers are the forgotten three-quarters of airline passengers," says Ian McComas, the BA brand manager, "and with day-to-day responsibility for the economy relaunch."

McComas says the financial sums have been based on "worst case" assumptions and on that basis it should pay for itself by March 1992. However, a decision has now been taken that in these straitened economic times planned expenditure on the relaunch programme will be reviewed annually.

Although BA is in no sense "betting the airline" on this relaunch it is clear that it has set itself an ambitious goal. It is attempting to set the pace for the civil aviation industry worldwide by redefining what it means to travel by economy class, or, as BA now prefers to call it, in the main cabin. The word "economy" has been expunged from BA's lexicon.

The airline is not aiming simply to increase passenger numbers. One of the main aims of the economy relaunch is to induce consumers to make a positive choice to fly BA. If that can be achieved, it will not have to discount its air fares as much as it currently does; this will lead to a rise in the average revenue gleaned from its passengers, or, in airline jargon, a rise in the yield from passengers.

As Liam Strong, BA's director of marketing and operations, notes: "The relaunch is as much about improving yield as it is about

passenger numbers." It is also, he says, "about trying to build customer loyalty", so that BA can increase its share of repeat business.

Strong will not quantify the expected gains to revenue from the relaunch. The main cabin represents such a sizeable part of BA's revenue (£1.5bn from long haul and £800m from short haul) that publishing numbers would give too clear a clue to analysts about the airline's total profitability. All he will say is that "we expect a significant impact on revenues over a three-year period."

The relaunch represents the biggest and most complicated experiment BA has conducted in its industry for applying marketing techniques drawn largely from the world of consumer goods to what is essentially a service experience.

For BA this means breaking down a service into its constituent parts - analysing and testing them in the market much as a consumer goods manufacturer might - while at the same time remaining aware that a lot of what it is offering consumers is intangible, and that success hinges as much on how it delivers its service as on what the service ultimately is.

In the past these techniques have been used to considerable success with its first and business class relaunches, which combined cost the airline more than £45m. This time, however, BA has faced a task of greater complexity.

The main cabin brings together a greater variety of passenger than is to be found in either first or business class. It carries 7.3m people on its short-haul European service, and 6m use its intercontinental long-haul service per year. They do so to go on holiday, visit friends and relatives, and to conduct business; within those motivations BA has identified seven different types of individual.

In putting together a product specification for what BA will call World Traveller, for intercontinental flights, and Euro Traveller, for its European service, BA has had to carry out a



Ian McComas

great deal of consumer research (5,000 passengers were interviewed) among such a diverse mix of customers.

The relaunch of the main cabin has also demanded a reappraisal of the way in which BA addresses the leisure market in terms of products offered. In the past, while the products may have been good, their presentation was incoherent. BA has been offering holiday-makers three basic products under the names Poundstretcher, Speedbird Holidays and City Breaks.

## Three products under one umbrella

Each has had its own identity, management and travel agent distribution channels; but to the consumer it was not obvious on which airline he or she was flying.

These three products have now been brought together under one umbrella brand - Leisure Traveller - with BA's name featuring strongly. Man-

agement has been centralised, the lines of communication to travel agents streamlined, and investment made in improving computer bookings. The cost of this amounts to £10m of the £70m BA has allocated to the economy relaunch.

This should all add coherence to, and bolster the relaunch of, the main cabin because there is, for the first time, a consistency in the branding. In the words of an internal BA marketing document: the aim is "to rationalise and consolidate our labels/identities so that one clear and motivating proposition can be offered throughout our leisure activities."

Thus, the consumer will buy a Leisure Traveller product and travel in the World/Euro Traveller cabin of a BA aircraft. The key word here is "Traveller", a word BA researched around the world and the word which the airline hopes connotes the essence of the experience and service it is offering.

It will appear at check-in desks (in the UK, at least, BA

hopes to be able to drop the word "economy" from check-in desks within 18 months), on passenger tickets and baggage labels and will be prominently displayed in the main cabin of the aircraft.

The scale of the challenge for the economy relaunch was underlined in September when BA announced the creation of the Leisure Traveller business.

Sir Colin Marshall, chief executive of BA, said the reorganisation would, in the first year, lift BA's revenues by a third to £170m. This stands in diminutive contrast to the 1989/90 financial year when BA earned revenues of £2.1bn from its main cabin, both short and long haul.

The stark fact is that the majority of the people who travel in the main cabin have done so not by making a positive choice for BA but because that is where their travel agent has put them.

Getting consumers to make a positive choice for BA is one of the top aims of the relaunch, but before that could be addressed, the airline had to

know what its passengers thought about it and what they wanted.

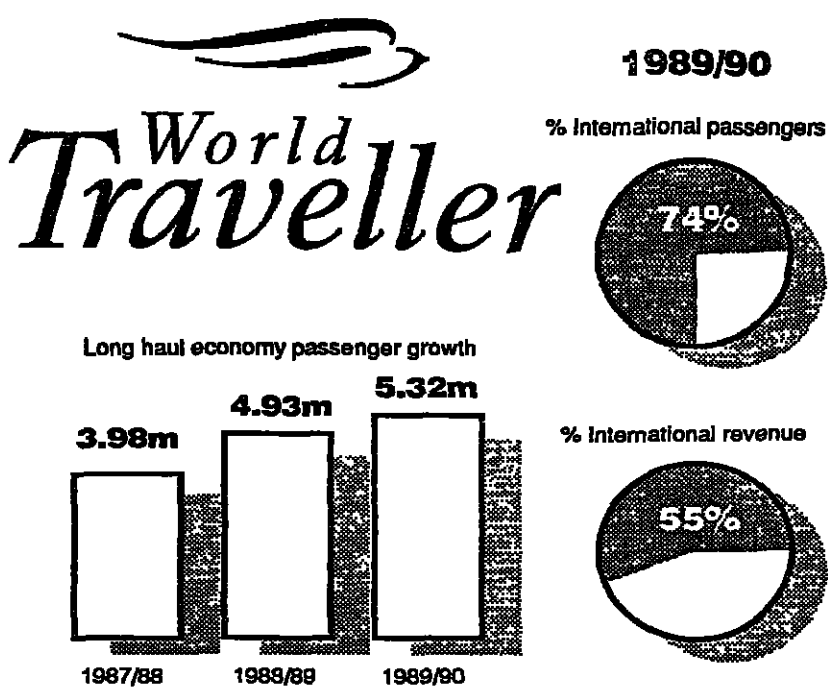
In early 1988, when the airline first started conducting research into the people who travelled in its main cabin in an attempt to understand their psychological needs, it uncovered some uncomfortable facts about itself, and a deep-seated resentment on the part of its customers to be classed as "economy" passengers.

## Confusion about what was offered

The research showed that BA had a very low visibility within the leisure market; that there was confusion about the products it offered; and that there was a general feeling that BA was not suitable for leisure travellers.

The airline was seen as being too expensive, not warm and approachable, and primarily a "businessman's airline".

This is quite a problem for an airline where on long-haul



airline has created "a whole new look and feel for the main cabin. It is high quality, relaxed, and approachable; something in which people will want to travel with us."

In creating the brand, BA has not only decided to give more things away to its passengers than it did in the past, such as an amenity pack which includes eye shades, socks and toothbrush and paste, and a fanny pack and apparently better set of headphones. But a whole range of devices has been developed to respond to what BA's research has shown to be a desire by many passengers for more contact with crew, to be treated as individuals and for their holiday to start the moment they get on the aircraft.

Greater use will be made of video and music in the main cabin to set a cheerful tone for the flight. Aircraft will carry a "groups box" stashed with various sorts of games, and a Polaroid camera to capture the birthday celebrant or honeymoon couple, if they wish. On-board competitions have been developed which offer prizes from the trivial - a key ring - to the not so trivial - a free holiday. Liney promises that these activities will be optional and non-intrusive; one can only hope.

Cabin crew routines have been changed so that crew come into greater contact with passengers than before. Names of passengers according to seat position will be posted in galleys so that when responding to a request, crew can use the passenger's name - or so the theory goes - and out of the theory goes hand out a complimentary drink before take-off, the amenity pack after take-off, instead of queuing for their duty-free purchases at the galley, the crew will offer a seat-side duty-free service - all of these designed in part to get the crew into contact with the passengers.

"We're just as much potential (for making money) in the main cabin as we did when we targeted the business traveller," says Strong. "Getting our people to understand their role and to understand that the main cabin is not just down the back of the plane but is just as important to us as any other cabin is critical."

"The key issue is one of approachability and friendliness. If we can bring that off then it will make the job more interesting for the cabin crew and life more comfortable for the passengers."

*Monday: Training - the key to success. Why BA tests its ads.*

## BUSINESSES FOR SALE

## Touche Ross

E J Costello Limited  
(In Administrative Receivership)

The Joint Administrative Receivers, Nigel G Atkinson and Roger A Powdrill, offer for sale the business and assets of the above company based in London:

- Turnover approximately £16 million.
- 9 contracts ranging from £500,000 to £5.5 million at various stages of completion.
- Plant and Equipment.
- Motor Vehicles.
- Potential premises available comprising secure stores, offices and yard, approximately 17,700 square feet.

For further information please contact Roger Smaridge at the address below.

Columbia Centre, Market Street, Bracknell, Berks RG12 1PA.  
Tel: 0344 54445. Fax: 0344 422681.

Authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

WHITMORE-NORTHWAY  
LIMITED

(In Administrative Receivership)

The administrative receivers offer for sale as a going concern the business and assets of this cork rubber and gasket manufacturer.

- 55,000 sq ft leasehold premises Hyde, Cheshire.
- Extensive plant, including mixers, mills and presses.
- T/O in 8 months to August 1990 £1m.
- Good orderbook and customer base.

For further details please contact Stephen Quinn or Matthew Bowker, BDO Binder Hamlyn, Scottish Provident House, 52 Brown Street, Manchester, M2 2AU.  
Telephone 061 831 7121, Fax 061 833 0669.

**BDO  
BINDER  
HAMLYN**

## Chartered Accountants

Authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

COMMERCIAL PAINTING  
COMPANY  
WEST MIDLANDS

Long established painting company with reputation for quality, with a good clientele. Profitable turnover of £1m. Sale due to owners concentrating on their mainstream business.

Further information to Principals only:  
Write to Box H7518, Financial Times,  
One Southwark Bridge, LONDON, SE1 9HL

BUSINESS FOR SALE  
BY ORDER  
OF THE LIQUIDATOR

Well established Serviced Office Accommodation Company in London Wall EC2. Existing clients, sold as a going concern, maximum turnover £1m p.a. currently £600,000. Rent £300,000. Rates £150,000. Contact:

The Manager  
071-428 4200

ABERDEEN FOR  
SALE

Oil related Fastener/Engineering Distributor supplying Standard and Spec Fasteners Tools, General Hardware Plus Oilfield Supplies. Turnover Circa £1m. Excellent facilities with considerable potential for expansion. For further information please write to JOHN LAURIE & CO., Solicitors, 17 Victoria Street, Aberdeen, AB9 1PU. Tel. No. (0224) 645083.

Electrical  
Controls

Leeds based control panel maker and distribution business. Modern premises. Good management. Turnover £800,000. Profitable. Principals only. Write Box H7565, Financial Times, One Southwark Bridge, London SE1 9HL.

The joint administrative receivers offer for sale the business and assets of  
**Maclehose & Partners Limited**  
In Receivership

Printers and  
Book binders

- Turnover £4.5m-£5m
- Leasehold property 28,000 sq feet
- Substantial leased plant and equipment

For further details please contact Philip G Porter or Jonathan M W Astbury, Cork Gully, 1 Port Way, Port Solent, Portsmouth, PO6 4TY. Telephone (0705) 201888 Fax (0705) 201784.

Cork Gully is authorised in the name of Coopers & Lybrand. Delisted by the Institute of Chartered Accountants in England and Wales to carry on investment business.

**ICork Gully**

WIRE MANUFACTURER AND  
GALVANISER, CHESHIRE

The Joint Administrative Receivers offer for sale as a going concern the business and assets of Warrington Wire Limited, formerly Longford Wire Co. briefly comprising of:

- 120,000 square feet of industrial building
- an experienced and skilled workforce
- turnover in excess of £3 million
- plant and equipment

For further details contact the Joint Administrative Receiver:  
Mike Seery

KPMG Peat Marwick Corporate Recovery  
Edward VII Quay, Navigation Way, Ashton-on-Ribble,  
Preston PR2 2YF. Tel: 0772-722822. Fax: 0772-736777.

## RELIANT METROCAB LIMITED

The Joint Administrative Receivers offer for sale the business and assets of the above company.

The business based in Tamworth, Staffordshire manufactures Metrocab Taxis and includes:

- New production facilities opened in November 1989
- Plant and machinery
- Parts, stock and work-in-progress
- Substantial order book

For further information please contact the Joint Administrative Receiver:  
Ann Davies

KPMG Peat Marwick Corporate Recovery  
2 Cornhill Street, Birmingham B3 2DL  
Tel: 021 233 1666. Fax: 021 233 4390.

strathtay  
bus & coach

On the instructions of the Secretary of State for Scotland, the Scottish Transport Group offers for sale:

**STRATHTAY SCOTTISH OMNIBUSES LTD**  
Based in Dundee, the company is a major operator of local bus services in Scotland's Tayside Region. The company also runs coaches.

For further information, please write to:

**STC**

Mr Malcolm Roxburgh,  
Commercial and Planning Executive,  
The Scottish Transport Group,  
Cannon House,  
114/116 George Street,  
Edinburgh EH2 4LX.

The contents of this advertisement, for which the Scottish Transport Group is solely responsible, have been approved for the purposes of Section 27 of the Financial Services Act 1986 by Coopers & Lybrand Delisted as a firm authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

The shares in Strathtay Scottish are not traded on a recognised or designated investment exchange and as a result there is no recognised market for the shares.

LEATHER GOODS IMPORTER/  
MANUFACTURER  
LANCASHIRE

The Joint Administrative Receivers offer for sale as a going concern the business of Lightstone Hubbard (London) Limited comprising:

- Leasehold Premises
- Turnover in excess of £400,000
- Plant and equipment
- Stock of leather goods

For further details contact the Joint Administrative Receiver:  
Mike T Seery

KPMG Peat Marwick Corporate Recovery  
Edward VII Quay, Navigation Way, Ashton-on-Ribble,  
Preston PR2 2YF. Tel: 0772-722822. Fax: 0772-736777.London based Video Editing &  
Graphics Company seeks purchaser

Working for a wide variety of clients in both broadcast and corporate television, the company has the latest technology in its two edit suites, plus a well established computer graphics business. Following expansion its turnover potential is in excess of £1M p.a. Current owners are prepared to stay on a service contract for a period of time.

Please telephone Chris Burnley (Accountant) 021-550-5063 for further details or write to 26 Great Cornbow, Halesowen B63 3AE

## Office Supplies Dealer

N Home Counties  
£1.3 to 30% GM  
4 years trading  
200 a/c inc blue chips  
Easy integration into similar company  
£175k bls sheet deficit  
Offers over £50K for equity  
Principals only:  
081 641 6498  
081 955 8334 (fax)  
081 743 1392 (eve)

Long Established  
HOSIERY & LINGERIE  
IMPORTERS AND DISTRIBUTORS

Excellent record, covering U.K. Nationally. T/O averages £2 million. Ideal opportunity for company needing good base for similar or allied products.

Contact: Mr G. Ayle  
Millen Ayle & Co. Ltd  
London W1R 9PB  
Fax: 071-408 1722

HYDRAULICS  
DISTRIBUTION

Manchester based business for sale. Own modern premises. Good management. Turnover £600,000. Very profitable. Principals only.

Write Box H7564 Financial Times, One Southwark Bridge, London SE1 9HL

LEISUREWEAR  
COMPANY FOR SALE

Established UK name within the watersports industry.  
• Extensive range of products  
• Good profit forecasts for 1991  
• Full potential not yet realised  
Principals only contact:  
West Wyrth and Co  
Tel: (082) 480160

## WEST LONDON

Interior designers/contract furnishers. Established 20 years. T/O in excess of £500,000. G.P. £200,000. New long lease. Please write Box H7566, Financial Times, One Southwark Bridge, London SE1 9HL.

## CHOCOLATE MANUFACTURER

Midland based. Established chocolate manufacturer making hollow, solid and filled chocolate products. Turnover £500,000 approx. For sale as going concern.

Write Box H7569 Financial Times, One Southwark Bridge, London SE1 9HL

Long Island, New York  
WATERFRONT RESORT  
FOR SALE

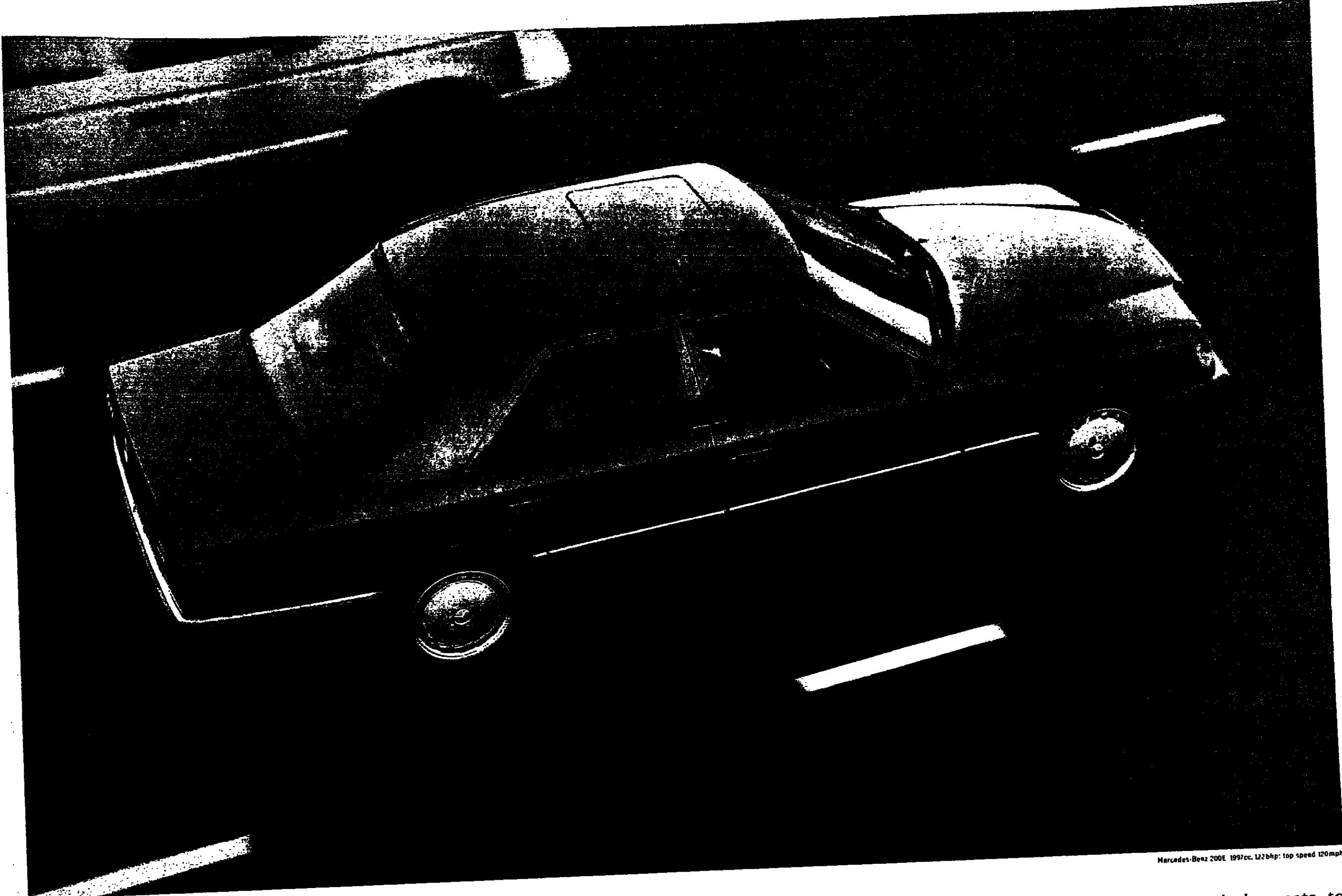
• 66 units with kitchens  
• Pool and tennis  
• SAG HARBOR location  
Call: Donald Whitehead  
Broker 516 283 2120

BUSINESS AND ASSETS of solvent and insolvent companies for sale. Business and Assets Tel: 071-262 1164



521 من الال

PJA-510FTF



Mercedes-Benz 200E 1997cc, 122bhp: top speed 120mph

Even before you shake your client's hand, the Mercedes-Benz you've arrived in will say something about the strength and confidence of your company. What isn't telegraphed so obviously, though, is the sound financial sense such a car also makes - when you buy Mercedes-Benz quality you get full Mercedes-Benz residual value at trade-in time.

So it's worth examining a car or two in the 17-model Mercedes-Benz 200E-300E series. A silent partner it may be, but the classic elegance of the 200E, for instance, speaks volumes for your business acumen.

#### FULL COMFORT FOR FIVE

Full five-seaters, the petrol-injected or diesel 200E-300E models are precisely the range you'll be thankful you have on the team when you're playing chauffeur to a client delegation. The 200E's blend of welcoming refinement, ample leg-room and Mercedes-Benz dependability, is as reassuring as it is prestigious.

From airport to city, you're still travelling first class, cradled on seats with a steel-sprung base. Such traditional construction is rarely used these days, but this artful seven-layer sandwich of steel springs, natural fibre and foam rubber has yet to be improved on for comfort and resilience. This combination of springs and natural fibres

## Always seen in the best of companies



ENGINEERED LIKE NO OTHER CAR  
IN THE WORLD

also allows air to circulate and the seats to breathe, and inhibits perspiration.

And between London and Liverpool, as you reel in the motorway monotony, you'll find other reasons to be grateful you put your trust in the world's most experienced car maker. The accuracy and responsiveness of recirculating ball power steering, for instance, which helps to endow all Mercedes-Benz cars with their exceptional and much envied directional stability; panoramic forward vision, however bad the conditions, thanks to the 200E's single eccentric-sweep wiper which clears a larger proportion of the windscreen than any other car wiper system available. And all five of the main petrol-engined models in the 200E-300E series are fitted with closed-loop three-way catalytic converters.

#### THE PRIORITIES OF EXPERIENCE

The list of benefits is long. And, as your dealer explains them, the thoughtfulness of Mercedes-Benz priorities, and their leadership over six decades in the development of both active and passive safety systems, will make a case to impress the most hard-nosed business-car buyer.

Which means you can add the best reasons for choosing a 200E to those which suggest it simply makes good business sense for the best of companies to travel first class.



## TECHNOLOGY

In 1988 the London arm of bankers J P Morgan installed a piece of software to help its dealers analyse the performance of convertible bonds. It took the personal computer two hours and 45 minutes to run the software and come up with the information.

"In our business the market doesn't wait two hours and 45 minutes," points out vice president Tom Reagan. "We just had to switch on the machine in the evening and go home."

In the hunt for a speedier option the company discovered a novel type of computer technology which accelerates calculations by processing a number of pieces of information simultaneously. Instead of one bit at a time as in conventional (serial) computers.

A bit of jiggling to the software and this parallel processing machine took six seconds to carry out the task which had previously taken nearly three hours. For J P Morgan the implementation of parallel processing was as simple as inserting an extra printed circuit board into the existing PC.

J P Morgan is just one of a growing number of financial institutions that are going parallel. High street bank TSB, for example, is studying the use of parallel computer systems for econometric forecasting and also in databases to hold client information.

Bacon & Woodrow, the consulting actuary, has developed a system to help it assess the premiums that life assurance companies should charge. The actuary is now selling the software to large life assurance companies.

Although parallel processing is relatively standard on the most powerful computing machines - such as the Cray supercomputer family - the novelty in systems such as those used by J P Morgan, Bacon & Woodrow and TSB is that they incorporate parallel processing technology on PCs or mid-range computers.

The emergence of the technology at the low end of the computer market has been

# The computers share the load

Della Bradshaw on how parallel processing can offer an edge to financial institutions

brought about by the development of specialist chips which combine processor and communications functions. Tens or even hundreds of these chips can be used together. In Europe this concept has been pioneered by Immos, now part of the Franco-Italian SGS-Thomson group, with its transputer chip. In the US companies such as N-Cube have been in the forefront.

It was in the vast number-crunching requirements of the scientific and oil sectors which originally provided a ready home for these multi-processor systems. But a similar need on behalf of banks and brokerages to process huge banks of figures is now promoting their march into the financial sector.

A good example is the Bacon & Woodrow application for assessing premiums for life assurance policies. Calculating the profitability of a life policy means modelling all the pertinent factors for every month for which the policy will be in force - for the next 50 years, say. For a company with 3m policies that calculation needs to be repeated 2m times - computationally a very intensive task.

In addition, banks and insurance companies rely on the sort of the data that can be handled easily by parallel computers, because it can be broken up easily into separate chunks, so that each chunk can be allocated to a different processor.

"Because life assurance is about independent people you can process each policy completely separately," says Steven Haasz, project leader in the computer development department of Bacon & Woodrow. Haasz believes the same principles apply to pensions, salaries and bank statements.

Taking the concept one step further is an insurance system developed by the Transputer Support Centre, in Sheffield, for modelling insurance policy proposals. In this application each transputer runs a different policy model, says Roger England, manager of the centre. So when a client asks for a range of different quotations for life assurance, his or her details - age, health and so on - are processed by each transputer in turn. Each processor produces a different policy with different premiums and benefits, but all for the same client.

The low cost of parallel computing, bit per bit, compared with other computer solutions is also proving attractive to financial institutions, says Christine Irwin, director of business systems at Enpower, the Cheshire-based software house which specialises in software for parallel computers.

"Until recently financial institutions have been quite rich and used lots of large mainframes," says Irwin. "Now they are



becoming more conscious of how much their data processing is costing them."

The cost of parallel computing hardware can be one tenth of that of mainframes with the same theoretical processing power. For example, a 16 processor machine from Parsys, the Thorn EMI subsidiary, costs from £50,000, while boards with single transputers on them cost about £1,500. Multi-processor machines are also available from companies such as Melko and Senson.

For J P Morgan the decision to install parallel processing hardware for its first convertible bond system was one of expediency. "We had already invested a lot of money in the model," points out Reagan. "On top of that the amount of investment needed for a single transputer was extremely small. It was an easy decision."

Because the system proved so successful, the bank began looking at the technology as a way of solving other problems. It has now introduced a second system from

Parsys, which incorporates 16 transputers and can process up to 200 millions of instructions per second (mips), for spotting arbitrage opportunities.

Reagan believes the system, which he describes as "one small box strapped to an [IBM] AT", will give dealers a higher level of analysis, resulting in better deals.

Although Reagan acknowledges that price was clearly a factor in opting for the system, he believes it was the ease of use of the software, which is set up in a spreadsheet format, that was the real selling point. "There's nothing easier to use than a spreadsheet. The traders can change the parameters themselves on a daily basis. They can sit down and develop their own simulation models."

Although parallel-processing systems have obvious advantages, their future will depend on whether manufacturers develop the appropriate operating and applications software to run on the machines. "The hardware is there, but the extreme prob-

lem is the lack of software," says Bill Edisbury, director of technology at TSB.

Although the operating systems are largely proprietary, manufacturers are moving towards the introduction of "open systems" and, in particular, the Unix operating system, says Peter Dzwig, marketing manager for Parsys. Then, in theory, software written for other Unix systems could be transferred to parallel machines.

But things might not prove so easy. "The problem is how to segment the data," Irwin says. "When you're designing a database you need to ensure that the data that is used together is kept together." If not, she points out, it could take time to get the different pieces of information during a database search and that could reduce the speed advantage of the system.

Irwin also cautions against being too euphoric about the cost advantages of parallel processing. Although all applications written for the new machines would run on them, older applications cannot be transferred. "At the moment there is a very large investment in Cobol out there," she warns.

As well as the technical drawbacks, parallel processing in PC machines has faced obvious resistance from the larger computer makers, eager to protect the revenue they get from mainframe computer hardware and software.

But now the computing fraternity is clearly beginning to take parallel processing seriously. Perhaps the biggest stamp of approval came from Oracle, the database company, which announced that it will make its software available on parallel processing machines.

It is in this area of parallel processing for databases that Edisbury sees an enormous potential, both for the financial sector and for management information systems generally. In the future he envisages a scenario where a bank manager could use a database running on parallel processing hardware to make on-the-spot calculations about how thrifty or reliable a customer is.

## Kick to speed up the disk drive

ALTHOUGH mainframe computers process information more and more quickly, the disc drives needed to store all the data have lagged behind. As a result many mainframes are only as quick as the disc drives from which they get their information.

To help solve the problems researchers at the University of California at Berkeley have devised a disc architecture to help decrease the time it takes to get the information from disc to processor. Raid (redundant arrays of inexpensive discs) also gives increased data security.

The first company claiming to have developed Raid storage systems is EMC, of Hopkinton, Massachusetts. It has implemented the technology by combining magnetic disc arrays with memory chips (cache memory).

This cache memory can memorise the data more quickly than magnetic media and so can be used to hold the data temporarily until the disc is ready to accept it, so speeding up the process.

EMC says another big advantage of Symmetrix, as it is called, is that it takes up only 20 per cent of the floor space of more traditional disc storage systems.

COMPUTER manufacturer Digital Equipment has now turned to compact discs as the storage medium for sending out the latest software to its subscribers.

The benefits to customers are in the reduced storage space needed - one single-sided compact disc can store a mini encyclopedia - and in the reduced cost. Compact discs are cheaper bit per bit than other storage media.

Digital will send out the discs to all participating customers every two months, but only those who have subscribed to a particular piece of software will be able to use it. That is because they will need a product authorisation key - a piece of computer code - to unlock the software and they will only get that if they purchase the software.

## Batteries with a thin skin

HYDRO-QUEBEC has formed a joint venture with Japan's Yuasa Battery company to commercialise a new super-thin battery for use in electronic products, writes Robert Gibbons.

Hydro-Quebec, one of Canada's two largest electric power utilities, has invented the new solid polymer electrolyte battery at its research centre near Montreal. The lithium polymer cells are composed of multiple layers of thin film.

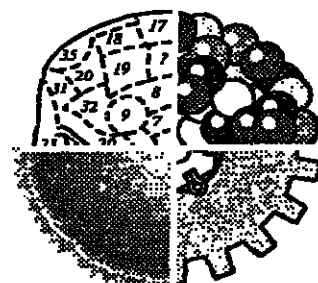
The battery, besides being lightweight, is rechargeable and can be moulded into many different shapes.

The joint venture will spend nearly \$6m over the next three years developing the battery for mass production. The first manufacturing plant, costing nearly \$10m, will be built in Japan and the second in Quebec.

## A knock-out of a weed killer

A WAY of inhibiting the growth of weeds, while reducing the amount of environmentally-damaging herbicides used, has been developed by the Weizmann Institute in Rehovot, Israel.

The breakthrough involves the development of a special chemical agent which is applied alongside an ordinary



## WORTH WATCHING

by Della Bradshaw

herbicide. The agent has been designed to knock out the weeds' defences against the herbicides.

The agent, known as a chelator, does this by removing metals from the weeds' enzymes. It is these enzymes which fight back against the herbicides, and to do that they need certain trace elements in their make-up. The removal of the metals sabotages the plant's ability to fight the herbicide, and so a much smaller quantity of the weed-killer is needed.

The cocktail is intended for use in fields which need to be cleared prior to crop planting.

## Strong barrier stands the blast

THE improved safety of workers on offshore oil and gas rigs has been the motivating force behind the development of a blast and fire resistant barrier by Cape Durasteel, of Wellingborough.

It has developed a barrier made of a sandwich of steel filled with a cement-like composite which is fixed to a steel structure. In tests, says the company, the barrier has resisted blasts of up to two bar - in a real explosion such a blast would destroy the entire rig.

The barrier could be used to separate the areas of the rig where explosions would be most likely to occur from other areas such as the accommodation block.

## Rose-coloured glass windows

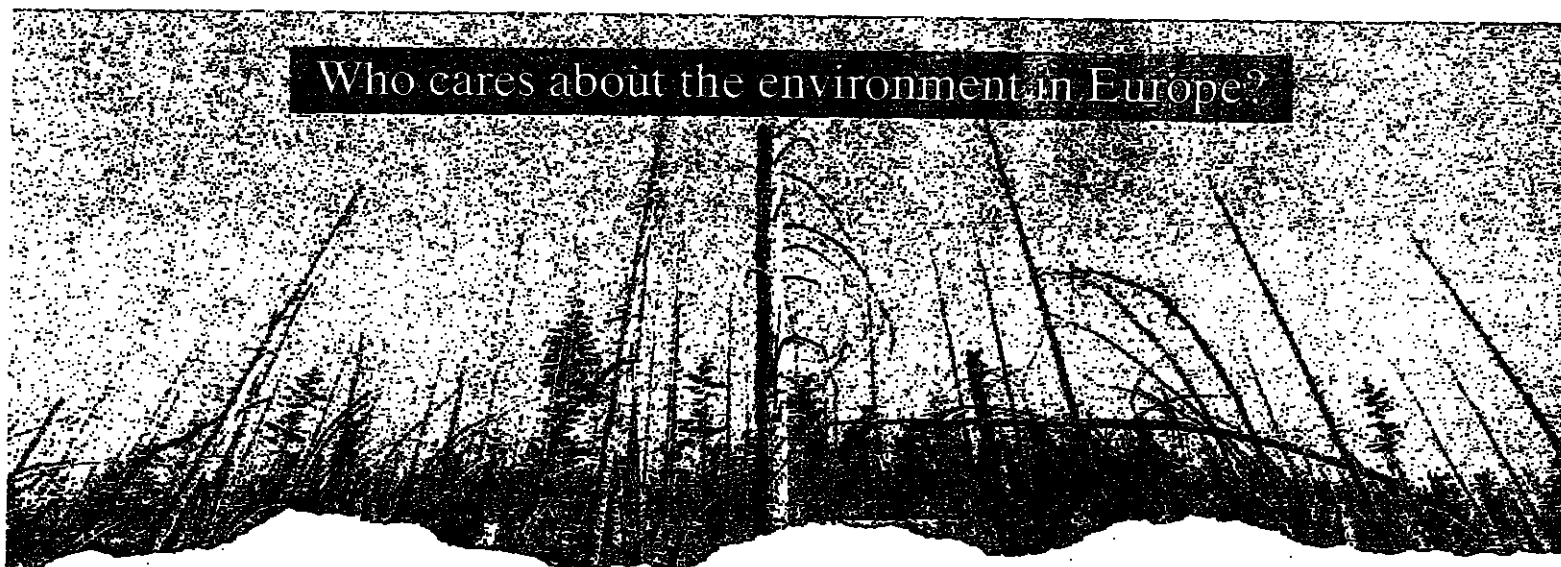
A NEW type of glass that can be "switched" from clear to opaque and vice-versa, as easily as switching a light on and off, is tipped to open new windows of opportunity to the world of interior design, writes Laura Blair.

The glass, developed by US chemicals company Raychem and manufactured for Europe under the name Privale by Belgium's Glaceries Saint-Roch, consists of a film of liquid crystal set between two sheets of laminated glass.

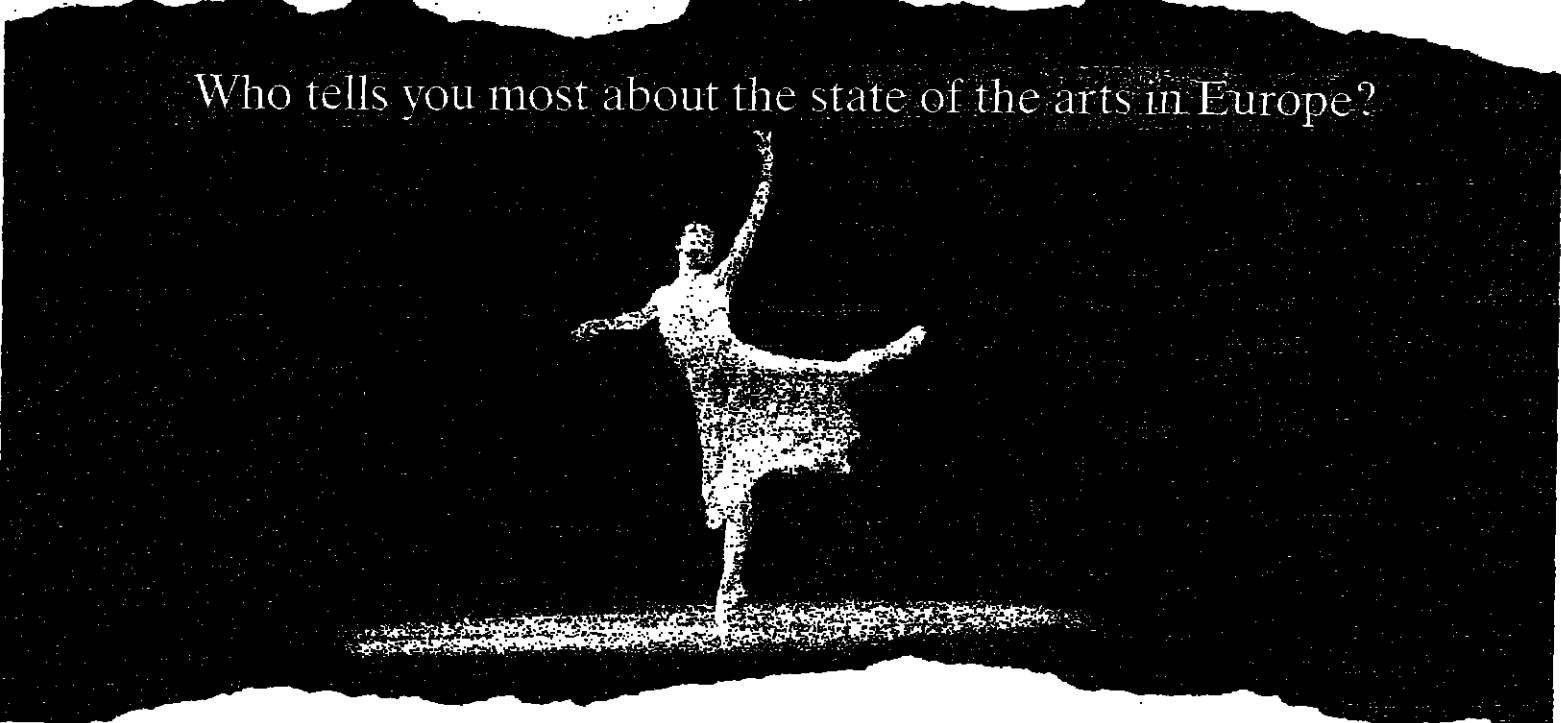
In their normal state the crystals are dispersed and the glass is opaque. But when a small current is applied, the crystals are activated and the glass becomes completely transparent. The electrical wiring is built into the frame on which the glass is mounted, and simply plugs into the mains.

In the US the glass, which comes in a variety of tints, has already proved successful as an alternative to blinds and curtains, giving push-button privacy in executive offices and conference rooms. Privale's UK supplier is AFA, of Cobham.

Contacts: EMC: US, 808 435 1000. Digital: US, 508 632 5111; UK, 0724 868711. Yuasa Battery: Japan, 03 437 2423. Weizmann Institute, Israel, 08 45512. Cape Durasteel: UK, 0533 440025. AFA: UK, 0832 0332 68706.



Who cares about the environment in Europe?



Who tells you most about the state of the arts in Europe?



Who reports more on business in Europe?

The European. It's the one newspaper devoted entirely to Europe.

with three separate sections in full colour that give you the best insights into European business opportunities.

jobs, investments, holidays, fashion. It gives you essential information

on the environment. On health, lifestyle, education, sport. Every week

it focuses on issues that concern us all, in Europe.

This Friday, open

The European - it opens

up Europe for you.

THE EUROPEAN

Buy it every Friday, and open up Europe

الجمهورية العربية السورية



# Surplus of city centres bodes ill

AFTER the party, the hangover. The heady years of the retail boom combined with a laissez faire planning regime have left many of those concerned with a throbbing headache. Empty shops, run-down city centres and a shortage of new investment are the most obvious symptoms of this malaise.

That, at any rate, is the conclusion of some of the most influential retailers in the country. The Oxford Retail Group, a think-tank made up of retailers, investors and agents, has just published its somewhat depressing thoughts on retail property.

The group, which is composed of companies and institutions such as Boots, John Lewis, Land Securities, Norwich Union and WH Smith, was set up three and a half years ago, in response to worries about the lack of guidance and the pro-development stance of the Department of the Environment when it was headed by Mr Nicholas Ridley.

There has been a shift of attitudes since then. Under the regime of Mr Chris Patten at the DoE, more weight is being given to the local authorities' development plans. "It is quite a sea change but it is quite significant," says Mr Ross Davies, who co-ordinates the Oxford Retail Group.

The main problems that will bedevil the planners of the nineties are a shortage of

investment combined with an excess of shopping centres. The result could be a depressing spiral of neglect where town centres are concerned. The buildings will become dilapidated with the knock-on effect that investment in offices, services and leisure facilities may be deterred.

It is, in the view of Mr Stuart Hampson, deputy chairman of John Lewis, a green issue. "The concern about the environment is focused on ozone layers and green fields. But the built environment of town centres is just as important."

The spectre already haunting the group is that of Sheffield. Two months ago, Meadowhall, a 1.5m sq ft out-of-town shopping centre in the Lower Don Valley near junction 34 of the M1, opened its doors. Despite the depressed state of the retail market, it got off to a highly successful start. But as the leading retailers move out of town to Meadowhall, they may leave a far less vibrant city behind them. In the view of Mr Hampson, the city centre will be "devastated".

Some comfort may be taken from Newcastle's experience. The main shopping areas of the city, such as the Eldon Square shopping centre, were not, as predicted, badly hit by the opening of the out-of-town Metrocentre. None the less, Mr Davies argues that Newcastle's city centre had special advantages, such as a metro system and an enclosed shopping centre, which helped it withstand the threat from the Metrocentre. He thinks Sheffield will not be so lucky.

The problem is that many town centres are already in poor shape, as spending on infrastructure has not kept pace with the expansion of the retail trade. "Access remains difficult and car parking is expensive, inadequate or unpleasant in many centres," says the group. The spanking new, purpose-built shopping centres that were built in the 1980s underline the deficiencies of the traditional centres, hastening the exodus out of town.

The pressure on city centres will be exacerbated by the problems of the retailers and the oversupply of developments planned in the 1980s. In the second half of the last decade, the average yearly number of openings of food supermarkets was twice that of the first half. The proposals for new shopping centres increased from about 30m square feet to more than 150m square feet between 1980-85 and 1988-90.

Meanwhile, there will be little money available to refurbish the town centres. Institutional interest in retail property will suffer as a result of the poor outlook for rental growth and the decline in the institutions' commitment to property investment.

Moreover, the report reckons that the emergence of the Single European Market may highlight better, alternative investment propositions on the continent than at home. "Town and city centres in places like Bolton and Bristol may have to compete with those in Mul-



Sheffield's Orchard Square Centre

heim and Marseille." The options for local authorities are stark, in the view of the Oxford Retail Group. If they fail to win back investor confidence by improving the infrastructure, they may as well abandon their efforts to revitalise town centres.

## Players who are bucking the trend

In the litany of problems incurred by the property industry, the attitudes of the investing institutions are near the top of the list. In spite of a sharp increase in yields this year, the pension funds and life companies seem determined to sit on the sidelines. When money is spent, it is, for the most part, directed towards developments in their own portfolios, writes Vanessa Holdier.

Exceptions exist, however - although they can be counted on one hand. Why are these players bucking the trend and what sort of properties are they buying?

Of the Scottish institutions, Scottish Widows, Scottish Amicable and Scottish Provident have all made ripples in the market.

Mr David Hunter, the property director of Scottish Amicable, which has £1.8bn under management, is a firm advocate of counter-cyclical investment. He reckons that there are bargains to be had when yields of prime provincial offices stand at 8.5 per cent and prime shops at nearly 6 per cent. He has recently bought a mixed portfolio from Next for £24m.

Scottish Widows, which has a £1bn property portfolio, is also an active spender, with plans to add £100m-worth to its £1bn portfolio.

Mr Andrew Windscale, its fund manager, has been emphasising high-quality rather than high yields. An example is a recent acquisition of a low-yielding but well-placed shop in one of the

prime shopping areas in Bath. Another life fund, Friends Provident, has spent some £70m this year. "We have been trying to take advantage of the peaks and troughs by buying cheap and selling dear," says Mr David Double, its property fund manager.

Its strategy is to buy properties that are suitable for redevelopment within three to five years and which have an attractive initial yield. Examples include an office in central Manchester, shops in central Leeds and an industrial estate on the motorway network in the south-east.

The strategies of the other players, such as Norwich Union, TSB, Postel, Equitable

Life, also vary widely, with some preferring high-quality properties and others opting for high yields. However, there seems a general reluctance to take on distressed properties, such as half-completed shopping centres. "People are picking up bargains but not taking on problems," says Mr Gareth Evans of Charterhouse Tilney.

Will others follow their example? Many institutions are taking an interest and they may be galvanised into action by the emergence of quality buildings on the market at realistic prices.

Other factors that could lead to an increase in property investment include the growing liquidity of the institutions. In June, 5.4 per cent of the institutions' assets were liquid - a similar level to that after the 1987 crash. In addition, the entry into the exchange rate mechanism and the cut in base rates may influence the decisions made at the next quarter's asset allocation meetings.

Overall, analysts expect institutions to put about £2bn into property this year. Even on the most optimistic forecasts, however, that will mop up less than a quarter of the speculative developments coming on stream each year.

### TOTAL RETURNS (%)

	Retail	Office	Industrial	All Property
Year to Sep 90	-5.9	-3.4	2.1	-3.5
Quarter to Sep 90	-2.4	-3.9	-1.8	-2.9
Month of Sep 90	-0.4	-1.0	-0.3	-0.6

Investment Property Database

The chairman said,  
"Give me one good reason  
for staying in London."



It's increasingly difficult to justify staying in London. It is tempting to consider moving out. Twenty-Five Berkeley Square challenges such conventional thinking.

It comprises ten floors in the heart of Mayfair with a stunning listed facade and a commanding view across the square. No other location can make such a corporate statement.

But today's headquarters must offer more than simple prestige.

That's why behind the facade, we've restored and substantially rebuilt the entire building. So Twenty-Five Berkeley Square now offers up to 51,500 sq ft of prime office space. The result is an elegant combination of classical architecture and highly specified modern office accommodation.

So if you're looking for the ultimate corporate headquarters, take a look at Twenty-Five Berkeley Square. There's never been a better reason for staying in London.

To find out more call Rupert Dodson at Healey & Baker or Tracy Collins at Nelson Bakewell.



A DEVELOPMENT BY RANDSWORTH TRUST LIMITED

## ROMSEY, HAMPSHIRE Woodington Mill, East Wellow

### Industrial Development Land

- 8.5 acre site
- Planning Consent for 56,000 sq ft
- M27 (Junction 2) 4 miles

### FREEHOLD FOR SALE

Ref: MJW/WJG

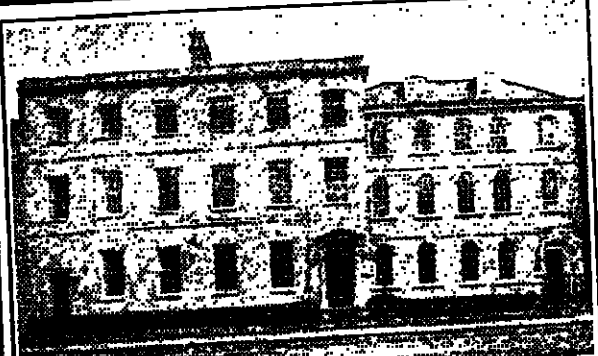
**EDWARDSYMONS & PARTNERS**

2 Southwark Street, London Bridge, London SE1 1RQ  
Tel: 071-407 8454 Telex: 8954348 Fax: 071-407 6423  
LONDON MANCHESTER LIVERPOOL BRISTOL SOUTHAMPTON

**OFFICE  
in  
BURNHAM -  
BUCKS**  
520 sq. ft well appointed  
with quick access M4,  
Heathrow and  
Paddington main line.  
Tel: (0628) 826504

**COMMERCIAL  
PROPERTY  
ALSO APPEARS  
TODAY  
ON PAGES  
16, 17 & 18**

## Lane Fox



### Dollar Street House and Park House CIRENCESTER, GLOUCESTERSHIRE

Within 30 minutes of Swindon (main line station - Paddington 55 minutes),  
Cheltenham, Gloucester and both M4 (J15) and M5 (J11) Motorways.

TWO ADJOINING GRADE II GEORGIAN OFFICE BUILDINGS.  
8,000 sq ft approx. (net internal)  
Refurbished to particularly high standards.  
Fully carpeted with light fittings throughout.  
30 Car parking spaces.  
For Sale as a Whole or To Let in Slices from 1,800 sq ft.  
Available immediately on new 25 year lease.

Cirenchester Office: 0295 653101 or London Office: 071 489 4785

Head Office: 15 Half Moon St, London W1.

## WESTERN AVENUE, LONDON W3

- Suitable for a variety of uses including retail/showroom
- Potential freehold could include adjacent unit

40,000 SQ FT  
**WEST  
FIVE  
CENTRE**

### LEASE FOR SALE

### LEASE FOR SALE

50,000 SQ FT  
**PENTAVIA  
RETAIL  
PARK**

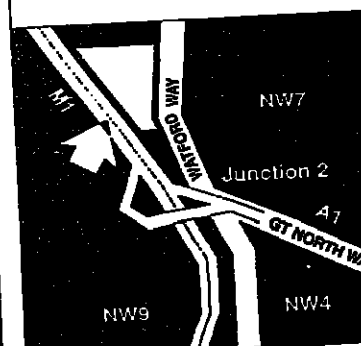
- 415,000 population within a 15 minute drive time
- Prime location with unique profile to M1/A1

## WATFORD WAY, MILL HILL, LONDON NW7

- Excellent car parking
- Suitable for a variety of uses including retail/showroom

**Edward Erdman**  
071-629 8191  
6 GROSVENOR STREET  
LONDON W1X 6AD  
FAX 071-409 3124

NBSA/EBF



### Enterprise Zone Developments

#### 100% Tax Relief

FOR INDIVIDUALS AND COMPANIES  
100% ISA's are available on Industrial and Business units in two of the UK's leading Enterprise Zones:  
CORBY and TYNESIDE  
with GUARANTEED construction completion before the end of their designated period - mid 1991.  
Investment Opportunities are also available within post '91 zones  
Prices range from £70,000 to over £3 million for individual properties  
Contact: Claire Hobson  
EZD Property Group Plc, World Trade Centre, London E1 6UN. Tel: 071 480 7813

### Enterprise Zone Developments

#### SWEDISH INVESTORS

have become a major player in the UK property market, with assets exceeding £4 BILLION, and they are still investing - who are they and what do they own? To find out phone 071-486 6580.

#### PRESTIGIOUS OFFICE BLOCK - MANCHESTER SQUARE

Office suite available providing full business service on short or long term basis. Competitive rates.  
Tel: 071-486-0177

ATTENTION - ALL Architects, Surveyors, Solicitors, Accountants - Office Suites available, Grosvenor Square from 700 sq ft + Ref: JMD 828 5004

### For Sale Freehold

An existing building of 38,600 sq ft net until March 1991, with the benefit of planning permission for a scheme providing 40,200 sq ft net or 45,900 sq ft net of office accommodation

70 Vauxhall Bridge Road London SW1

On the instruction of  
**Hillier Parker** 071-629 7666  
**SECURITY PACIFIC EUROFINANCE**  
Property Finance Division

## SWAN COURT

LONDON BRIDGE SE1

Wonderful New Offices

### TO LET

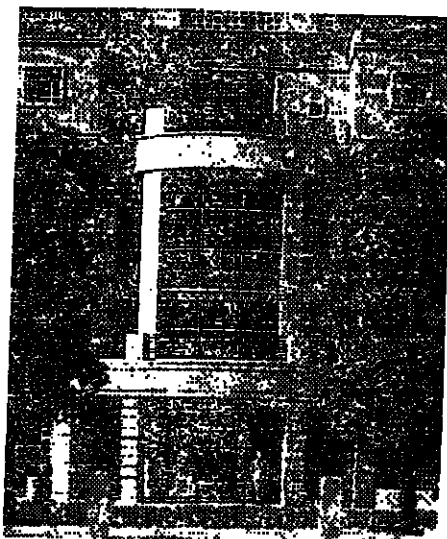
071 588 4433 071 403 7250



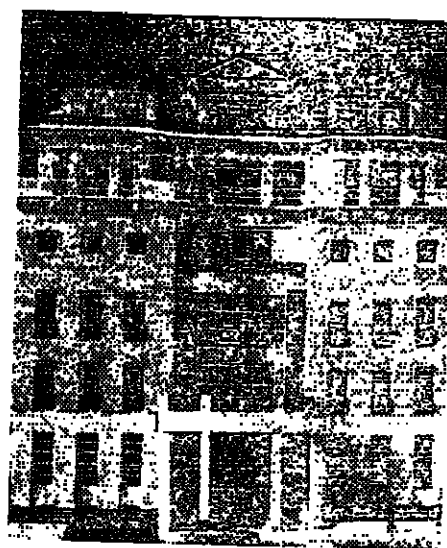
# ONE KNIGHTS BRIDGE



FROM HYDE PARK CORNER



FROM KNIGHTSBRIDGE



FROM GROSVENOR CRESCENT

## TRIPLE EXPOSURE

141,000 SQ FT HEADQUARTERS OFFICE BUILDING  
COMPLETION MARCH '91

**Richard Ellis**  
071-629 6290  
Berkeley Square House, London W1X 8AN

**Birmingham** 55,000 sq.ft.  
**Basingstoke** 65,000 sq.ft.  
**Portsmouth** 68,000 sq.ft.

(M)

- ★ Prime city centre offices for the image conscious occupier of the 1990s.
- ★ Excellent communications for motorways and international airports.
- ★ Full specification including air conditioning.
- ★ High car parking standards
- ★ No VAT on rent

For all enquiries



**Symon Smith & Partners**

Estates Agents, Valuers & Surveyors  
Palladium House, 1-4 Argyll Street, London W1V 1AD  
Tel: (071) 734 9062 Fax: (071) 439 1445

### MULTI-CURRENCY FACILITIES FOR COMMERCIAL LOANS

**6% OFF UK BASE RATES**

HANOVER DRUCE FINANCIAL SERVICES can help you reduce your interest costs with credit lines arranged with Bank of England authorised institutions. The benefits of MULTI-CURRENCY MANAGED COMMERCIAL LOANS have been established internationally with Britain's entry into the European Exchange Rate Mechanism.

- The benefits can include:-
- Foreign currency base rates from 0% p.a.
  - Enhanced capital loan reduction.
  - Specialist Foreign Currency Management (currently handling over £100 million).
  - Switching between multi-currencies to optimise repayments.

The loan criteria includes:

- Maximum loans to 80% of valuation
- Loans from £500,000 to £10 million
- Term loans from 1 year upwards
- Industrial, office, retail, hotels, nursing homes, etc.
- Freehold or leasehold

IMPROVE YOUR CASH FLOW TODAY call

Gordon Longman  
HANOVER DRUCE FINANCIAL SERVICES  
London 071 436 5050

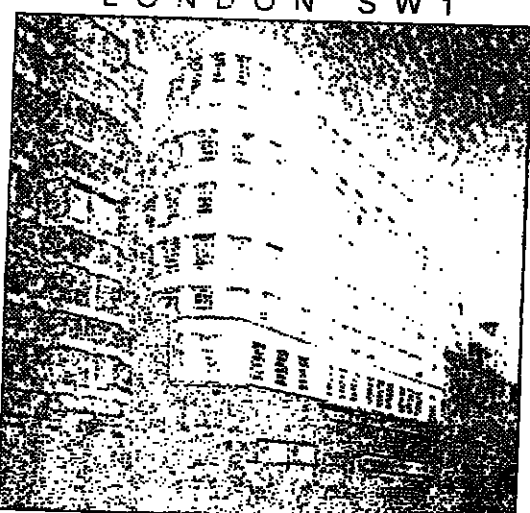
Mike Gold  
HANOVER DRUCE COMMERCIAL FINANCE  
Birmingham 021 433 6966

**WARNING:** Foreign currency loans are subject to the requirements of the Foreign Exchange Regulations. The use of specialist foreign currency loans is not recommended for private use.

**Hanover Druce**  
FINANCIAL SERVICES

ON THE INSTRUCTIONS OF LAND SECURITIES  
A Member of the British Property Federation

**Haymarket**  
26 - 28 HAYMARKET  
LONDON SW1



REFURBISHED OFFICES  
TO LET  
6,500 TO 26,200 SQ. FT.

**DE&J LEVY**  
071-629 6290

26-28 Haymarket, 13th Floor  
London SW1 9HL Tel: 071-629 3028

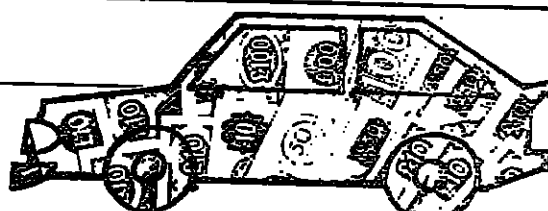
### 'PROPERTY HAS A FUTURE' INTERNATIONAL COMMERCIAL PROPERTY CONFERENCE AND EXHIBITION



LONDON, 7th - 9th NOVEMBER 1990  
THE QUEEN ELIZABETH II CONFERENCE CENTRE,  
BROAD SANCTUARY, WESTMINSTER

Bringing together professionals from all sectors of the global commercial property development, investment and finance industry.

For full information and tickets, contact:  
PROFEX, Profex House, 25-27 School Lane  
Bushey, Herts. England WD2 1BR.  
Tel: 081-950 0400 Fax: 081-950 0448



### INVEST YOUR MONEY in a PARKING SPACE

A unique opportunity to invest in prestige Inner City Parking (subject to lease), Retail and Office units in the exciting redeveloped Merchant City Area of



**McVICAR**

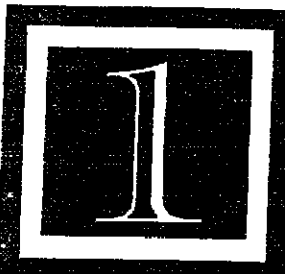
Contact BILL McVICAR 041-332-9982

**Sallmanns**

Contact ALLAN COOPER 071-409-2222

### PROSCENIUM

A NEW PRESTIGE OFFICE SCHEME - WYVIL ROAD LONDON SW8  
EQUALLY DESIRABLE TOTALLY SUPERB  
IMMEDIATELY AVAILABLE



Unit 1 - 12585 sq ft  
TO LET  
Unit 2 - 6130 sq ft  
TO LET

**Baker Lorenz**  
071-409 2121

20 Haverstock Square London W1P 0DQ  
Fax: 071-491 3812



### PALMERSTON BUSINESS PARK - FAREHAM PHASE II

A New 84,000 square foot development of  
Light industrial and warehouse units

**FOR SALE**

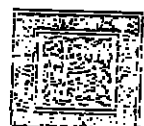
**DEBENHAM  
TAYSON &  
CHINNOCK**  
071-408 1161

### BOURNEMOUTH 2 x FREEHOLDS

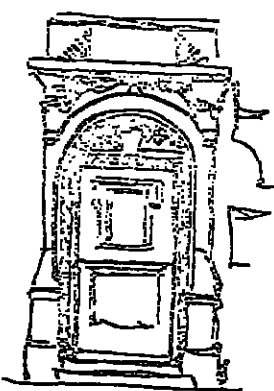
Refurbished period character commercial properties each 2000 sq ft net in courtyard setting with parking ideal for service/professional businesses.

£550,000 - or will split  
Tel: 0202 475533 (Business)  
0202 395944 (Private)

On the instructions of Formac Properties Home Counties Ltd.



Palace Street, Victoria, London SW1.



A new air-conditioned headquarters Office development  
13,135 sq.ft. approx with on site parking  
For Sale/To be Let

**MILLERSH  
& HARDING**  
071-499 0866

43 St. James's Place, London SW1A 1RA  
Tel: 071-499 1087 Fax: 071-499 1087

### PICADILLY CIRCUS LONDON

Opp. Eros -  
Unique location  
SHOP/FOOD SITE  
Substantial Premium  
Genuine  
Purchasers Only.  
Write Box A287, Financial  
Times, One Southwark  
Bridge, London SE1 9HL

### Freehold Extensive Shop/Restaurant and upper parts.

Borough High Street.  
Only £250,000.  
GREENBLATT & PARTNERS  
071 620 0393

### At London Bridge

Superb ground floor and  
basement offices with win-  
dow frontage. 600 sq ft.  
New lease, no premium.  
Immediate occupation.  
GREENBLATT & PARTNERS  
071 620 0393

### NR HEATHROW AIRPORT

WAREHOUSE AND  
INDUSTRIAL COMPLEX

- 90,000 SQ FT ON 4 ACRES
- AVAILABLE EARLY 1991
- FREEHOLD AVAILABLE AT £2.85 MILLION

CLIENTS AND RETAINED AGENTS  
SHOULD CONTACT FOR FURTHER  
INFORMATION

Box A270 Financial Times, One  
Southwark Bridge, London SE1 9HL

### LONDON BERKELEY SQUARE

Elegantly furnished,  
luxurious office suites for  
frequent or infrequent use  
are immediately available if  
you require prime London  
office representation, with  
full service.

For further details, contact  
Fiona Gibbs:  
Nightingale Secretariat  
3 Berkeley Square  
London W1X 5HG

Tel: 071-629 6116  
Fax: 071-491 4811

### AT BLACKFRIARS SE1 16,000 sq. ft.

Superb refurbished office  
building with  
car-parking, all amenities.  
Rent commence only £15  
PSF. No Premium.  
GREENBLATT & PARTNERS  
071 620 0393

### OFFICE SUITE TO LET

Central London, W2  
opposite Edgware Road  
underground station.  
Luxury office suite to let,  
approx 810sf, fully fitted,  
in recently refurbished  
building, luxury entrance  
hall, receptionist area,  
lift, security. New Lease  
to be granted.

Please contact:  
Tel: 071 724 0453  
Fax: 071 706 0328

### At London Bridge

Tooley Street superb s/c  
period offices with  
spectacular gothic dome  
and spiral staircase. 900  
sq ft. New lease, no  
premium, only £18,000.  
pax.

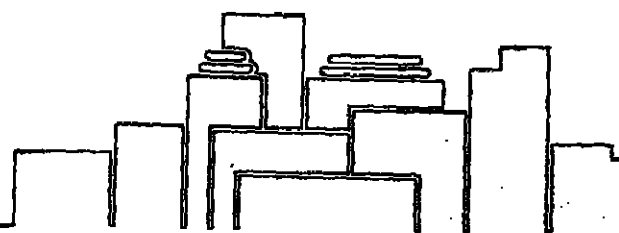
GREENBLATT & PARTNERS  
071 620 0393

### Hayes Middlesex

Superb opportunity to  
acquire excellent offices  
only £8 psf 6,000/9,000/  
12,000 sq ft. New lease no  
prem up to 40 car spaces.  
GREENBLATT & PARTNERS  
071 620 0393

1520 من الاكبر





THE HEALEY & BAKER VIEW



**Real estate expertise. Is the answer to do-it-yourself?**

The current economic climate has brought increasing pressure on many organisations to cut operational costs, creating a dilemma over the management of their real estate activities.

Is it more cost-efficient to use in-house expertise or to invest in external advice?

The Healey & Baker view is that there are clear and complementary roles for both.

Obviously, strong in-house teams have first-hand experience of their own business, while independents can contribute specialist knowledge, professional contacts and complete objectivity.

To quote James Hollington: "Many organisations are investing in in-house resource and we welcome this growing acknowledgement of the importance of real estate. But this very importance demands market knowledge and experience of the highest level. At Healey & Baker, we feel we are uniquely equipped to provide our clients with both, to help them improve their cost-efficiency."

To find out more, contact James Hollington at 29 St. George Street, Hanover Square, London W1A 3BG or by telephone on +44 71 629 9292. The Healey & Baker view could dramatically change the way you look at real estate.

**HEALEY & BAKER**







## ARTS



Feel the chill, damp air: Atkinson Grimshaw's 'Lovers by a Lake'

## More than just a master of moonlight

Susan Moore on the work of Atkinson Grimshaw

It is hard to believe that a celebrated painter could live, work and die in 19th century England without leaving more than a shadow of himself in the literary sources of the day. Atkinson Grimshaw, the Leeds-born master of moonlights, left no illuminating diaries or letters, and little impression on life and art as recorded by others. His pictures must speak for themselves.

Fortunately, they are as lyrical as they are original evocations of Victorian Britain. Grimshaw transcribed shrouding sea-fogs in the new docks, and the chill damp air of autumnal mornings in the industrial suburbs, and we can taste it. And feel the water from the puddles of muddy lanes seep into our shoes.

There has been only a handful of exhibitions since Grimshaw's "rediscovery" in the late 1960s and burgeoning market success in the 1980s, and none for over a decade. Meanwhile, he has become ever more familiar, the darling of picture researchers seeking atmospheric book covers for the great industrial epic. For the decoration of new fans and old devotees, dealers Christopher Wood and Richard Green have combined forces to stage a small but representative gathering of paintings and watercolours, fleshing out some 28 sale pictures with loans.

Grimshaw abandoned his job as a railway clerk in the early 1860s to earn a living as an artist (for which he was not conventionally trained), no doubt aware of the rich possibilities of local patronage. A

vibrant early watercolour landscape shows him under the sway of the Leeds Pre-Raphaelite John William Inchbold, and Ruskinian "truth to Nature". Presumably, he lacked the financial wherewithal to indulge in this time-consuming technique, for his brushwork soon broadened and he began, no one knows why, to paint his famous moonlights.

Perhaps, as has been suggested, he had seen Walter Fawkes's Turner moonlights and marines at nearby Farley Hall. What his moons behind scudding clouds in deep turquoise skies bring to mind much more are the "Night Pieces" of Wright of Derby of a century before. There is a comparable interest in contemporary life, and the contrast of effects of natural and artificial light. Wright's white-hot iron in a blacksmith's forge or the earthstopper's lantern, is replaced by the phosphorescent gas light glaring from shop and office windows. Arkwright's Mill becomes the giant Grand Hotel looming across Scarborough Bay.

The literary associations of Wright's nocturnal landscapes, and those of Danby, are more overt in Grimshaw. He seems more to be moved by the same spirit as his beloved Tennyson than to illustrate his poetry. In the same way, Dickens's Cockney is perhaps nowhere more effectively evoked than in Grimshaw's frieze of factory chimneys reflected in the murky River Aire.

There are wonderful contemplative and elegiac night scenes here - of Whitby, Scarborough, Leeds, the borough of Thame at Blackfriars and Bat-

tersea, and of high-walled suburban lanes where light is reflected from the puddles rather than the river or sea. Whistler is supposed to have said: "I thought I had invented the Nocturne, until I saw Grimshaw's moonlights". Least satisfactory is the group of formulaic dock scenes churned out to great effect and success after a mysterious financial crisis around 1880. Glasgow could as easily be Liverpool or Hull.

What the show demonstrates admirably is that there is more to Grimshaw than moonlight. He remained as receptive to new ideas as he was from the first, when he assumed the Pre-Raphaelite mantle. The influence of Tissot in the 1870s is witnessed in the subject matter and colourful palette of "In the Pleasure" and the recently rediscovered "The Cradle Song". Both are scenes of fashionable women in the fashionable Aesthetic home, all oriental silks, parasols, and blue and white porcelain. Despite their domesticity, these pictures are still and strangely lacking in intimacy.

Here is a Tissot-style portrait study too, and a pair of surprising late river scenes, where the delicate deep blue of sky and water is parted by a thin violet shore. Here Grimshaw is at his most Whistlerian, and Whistler (whom he knew) provides the breadth and tonality of two small beach scenes. They might almost be by Bouclier, save for the detail of the figures, the rock and the gulls.

The exhibition is shown at the Richard Green Gallery, 99 Dover Street, London W1, November 7-23.

## Massenet and Martinu in France

Two neighbouring cities in central France have just staged different operas using an identical production technique - viewing the action as a film in the making. Saint-Etienne launched its first Massenet Festival with *Cleopatra*, the last of Massenet's 37 operas unperformed since 1920. Lyon staged Martinu's opera-film *Les Trois Souhaités*, a work at once bursting with Parisian modernism of the 1920s and far in advance of its time.

Both productions were set in a film studio, with the action constantly framed and interrupted by the "real" lives of the protagonists and their colleagues behind the cameras. Both included the screening of a film, showing rushes of what had already been acted out on stage. Both ended with the principal characters adjusting to the lonely life of the real world.

On their own terms, each made highly entertaining music-theatre. Where they differed was that Martinu and his collaborator, Georges Ribemont-Dessaignes, intended *Les Trois Souhaités* as an opera-film - and the Lyon production exploited its multi-dimensional possibilities to the hilt. Massenet, in contrast, wrote *Cleopatra* to a tried (perhaps one should say tired) formula, with which Saint-Etienne took considerable liberties.

Massenet is Saint-Etienne's most improbable son: the city is a congested mess, and the festival evolving from a series of unimpressive productions at the modern, functional Maison de la Culture in recent years - is part of a campaign to dust up its depressed image. Like the Berlioz Festival at Lyon, it will be a biennial event. *Cleopatra*, together with the original *La Vierge* and fringe concerts, attracted handsome sponsorship from France Telecom, and made a big opening splash.

Massenet's "drame passionnel" about Cleopatra and Mark Antony was premiered in Monte Carlo in 1914, and enjoyed a few performances in the French provinces before Mary Garden sang it in Paris. Its appeal may have dated, but it is not as weak as its long neglect would suggest. Although Massenet was ill-equipped to tackle a theme as grand as Cleopatra, the opera is a surprisingly amount of good music - notably Cleopatra's splendidly theatrical entry "Je suis venue". Mark Antony's aria of despair and some charming Act II professionalities. These, together with Cleopatra's Act IV nocturne, are vintage Massenet.

By using the dramatic possibilities of a 1930s Hollywood film spectacular (complete with an army of extras, studio tantrums and false effects), the producer, Guy Coutance managed to lend credibility to a plot that might otherwise have been dismissed as kitsch. True, there was an element of modishness about it, and the final act - stripped of Christine Marest's film-set decor and Frederic Pignatelli's luxurious Egyptian roles, conducted by Armando Garcia (80.91.26).

and sheer fund of ideas running through the enterprise conquered all reservations.

For the cast nothing but praise: Kathryn Barries added to her growing list of continental triumphs with a portrait that encompassed the glamorous allure of a film star and the composure of a classical heroine. With her rich lower range, she was ideally equipped to handle Cleopatra's melodramatic vocal lines, though she might occasionally let go a bit more - the top of the voice could do with more sparkle. Mark Antony, a baritone role, was elegantly sung by a promising young Frenchman Didier Henry.

The only other major parts are Spakos, the slave who wins Cleopatra's attention, and Mark Antony's Roman bride, Octavia, sung by Jean-Luc Laurette and Danielle Streiff. The performance was skilfully conducted by Patrick Fourmiller, whose enthusiasm for the byways of French opera is proving infectious.

*Les Trois Souhaités* offered prominent parts to many who contributed to the Opera de Lyon's recent success with *L'Amour des Trois Oranges*. It was another magnificent company effort, making one impatient for the promised commercial recording. The Lyon music director, Kent Nagano, underlined how nimbly and wittily Martinu flitted through the musical fashions of the 1920s.

This was echoed in the fast-moving staging by Louis Erlo and Alain Maratrat, which tended to underline the slight nature of the score in a way that the modest, conventionally-operatic Frange production earlier this year would not. But it was a penalty worth paying.

The whole of the lower floor of the Auditorium Maurice Ravel was transformed into a vast, heavily populated arena of film props and cameras, in a vibrant 1920s ambience (there was the added irony of a French television crew recording the whole event). Played without an interval, the performance was a marvel of theatrical construction in the way it alternated between the volatile normality of the "real world" and the surreal events of the film.

Heading a large, expertly-rehearsed cast were the Swiss baritone Gilles Cachemille as Monsieur Juste, Valerie Chevalier as Indolence, Christian Papis as Adolphe and Sabine Terequin as the Fairy. The smaller roles featured such familiar faces as Jules Bastin, Jocelyne Taillon and Ricardo Cassinelli, repeating his Argentine sailor from the 1973 Lyon production. Hard to believe this was only the fourth time the work has been staged since its belated premiere in 1971: one came away amazed and amazed, but above all, that Martinu's quirky genius is finally being recognised.

Andrew Clark

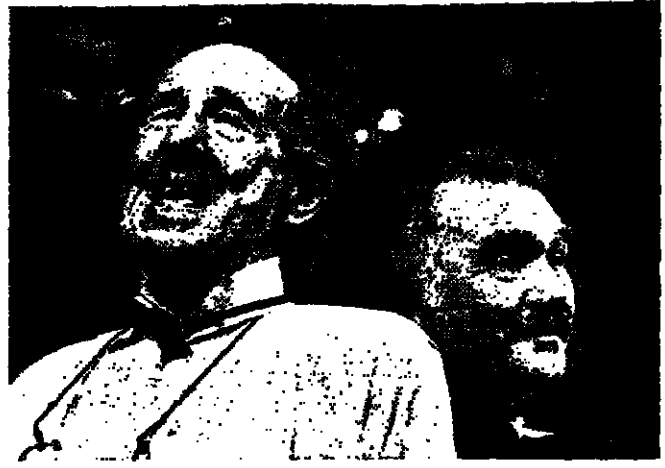
## Bookends

APOLLO THEATRE

It is a change in London's West End to come across a play that is wholly English: English writer, English actors, English director and English setting. Perhaps that's what's wrong with *Bookends*. It is hard to imagine how such a piece could have reached such a prominent stage as the Apollo Theatre, where the names attached to it: Keith Waterhouse as author, Ned Sherrin as the director, and Michael Hordern and Dinsdale Landen as the two on-stage performers.

*Bookends* is rooted in the British radio shows of the late 1950s and the radio and television quiz shows thereafter. It appears to be subject to no external influences whatsoever, indeed no new influences of any kind. In the world of Keith Waterhouse time and style stand still, except perhaps that nowadays literary figures now receive more attention than they used to. Some of them have become media stars, if not quite household names, in their own right. As if in acknowledgement of that, Waterhouse makes several unpleasantly sneering references to Salman Rushdie rather than the way that "Much Binding in the Marsh" might have made jokes about Sir Stafford Cripps.

The old radio shows were at least funny. *Bookends* is not. It is about an aspiring figure in the literary/cultural world who is still under the influence of his old housemaster. The literary man, naturally a member



Michael Hordern and Dinsdale Landen

of the Garrick, is played by Landen, the retired housemaster by Hordern. The piece proceeds by dropping the name of practically every living British author and hanger-on that you can think of, and expecting a laugh: Drabble, the younger Amis, Clive James, A.S. Byatt, Lord Weidenfeld, Dick Francis. There is also a pretence of making jokes about language, particularly through a search for anagrams. Thus when dinner is announced someone says that "steak" is an anagram of Kears and "wash" an anagram of Shaw. The rest of the gags are no better. It is claimed that Clive James has his most treasured correspondence with Mother Teresa. "What was her surname? It must be more than 'Calcutta'. So they look it up in the reference book and find "Calcutta, O' see Tynan, K."

least implicitly stated. There are references to the old radio comic, Charlie Chester, and to Erid Blyton - "are you a famous five man?" The leaning on quiz shows comes out in a question like "what are your five least favourite words?" It would be nice to think that *Bookends* contains some kind of satire. If so, it is directed at the Garrick. The aspiring literary figure wears not only the ordinary Garrick tie and a Garrick bow tie, but also a Garrick cummerbund, socks and a pocket watch. In the Garrick colours and at one stage even has a pair of Garrick-coloured pyjamas. The Garrick is sometimes a rather noisy club, but not even its members behave like that. In short, this is a thoroughly dismal evening.

Malcolm Rutherford

## Travels With My Aunt

LYRIC THEATRE, HAMMERSMITH

Gender-switching (a man playing a female role and vice versa) is the commonplace, indeed it is fast becoming the cliché, of the contemporary theatre. Twenty years ago, however, when Giles Havergal moved from the Palace Theatre, Watford, to take over the Glasgow Citizens Theatre it was an outrageous novelty out of farce; in 1970 Glasgow critics were unanimously hostile about Havergal's all-male production of *Hamlet*. Two decades later his all-male production of *Travels With My Aunt* seems likely to settle in at the Lyric, Hammersmith, until November 10, without a single hackle being raised in protest.

Designed originally to provide something cheap and cheerful - Michael Coveney tells us in his book, *The City* - after the inroads made last year into the budget by *Macbeth* and *The Crucible*. But, as often happens, the need for thrift has had a happy outcome: artistically, the quartet whose members are Havergal,

Patrick Hannaway, Gavin Mitchell and Derwent Watson, dressed in uniform grey suits with red short-sleeved pullovers, play all the roles. Often they change from one part to another in the middle of a scene. Far from confusing us, this kaleidoscopic approach preserves the outline of Graham Greene's larky novel of 1969 with faithful lucidity. Stewart Laing's adaptable open set largely consists of cane chairs and cafe tables, surrounded by a border of dahlia or, later on, more exotic tropical flora. This design may be used instantaneously to suggest any location the text requires from Brighton, Sussex to Asunción, Paraguay. Each geographical shift is announced on an overhead illuminated readout.

Everything goes without a hitch, the four chaps moving around with the precision of formation dancers. They alter their voices as deftly as they change places, they share the part of Henry Pulling, the retired bank manager, who dis-

covers, thanks to his outspoken and imperious Wodehousean aunt Augusta, that life becomes more real when it is lived dangerously. Havergal alone plays Augusta, in a piercing falsetto, and woeeful gestures of the arms and hands, seemingly borrowed from Alastair Sim whose towering height he equals. Hannaway's tubby, earthy presence makes a fine contrast, both as Augusta's black servant/lover Wordsworth, and the sinister Mr Visconti who, the many references to Walter Scott reveal, is meant to be a contemporary version of the hero/villain Rob Roy.

This performing version of *Travels With My Aunt*, by Havergal and Jon Pope who jointly direct, preserves the more subtle features of Greene's text because every word spoken is taken from the original. It makes for a relaxed, entertaining couple of hours with an unusual theatrical flavour.

Anthony Curtis

## Tartuffe

HACKNEY EMPIRE

François Bernier, a French traveller and friend of Molière, brings the Indian emperor Aurangzeb "a gift from the west" the new play *Tartuffe*, translated and adapted by Aurangzeb's court poet.

It is an appropriate opening to Jatin Verma's production of Molière's comedy. For much of this year Verma, artistic director of the London-based Asian arts group Tara Arts, has been offering British audiences this gift from the east, touring round the country under the auspices of the National Theatre's education department.

In Magdalen Rubalcava's design, the court poet's version

of Molière is presented under a net canopy, and in an arena apparently bordered by tennis courts. This is no fluke: Verma's is an intensely playful interpretation, dedicated to the "maker of plays", the elephant-foot Ganesha. He works deftly within Asian and European traditions of the theatrical play, legend, fairy-tale, music and dance, to which he and his players make constant and unselfconscious reference.

But Orgon's household is also preoccupied with real games, from leaping to badminton. Indeed, this production suggests that one of *Tartuffe*'s most obvious hypocrisies is his ostensible preference for praying above playing. When badminton becomes the medium for flitting with Orgon's wife Elmira, Nizwar Karanj's uncanny "faking fakir" is quick to take up a racket.

Shelley King's maidservant is at the centre of this production. She manipulates Orgon's

household and the audience with nods, winks and a quick-witted consciousness that she is a player within a play. "I have seen enough street-plays in the bazaar to know better," she warns Orgon, evading his attempts to silence her asides.

The only problem with such self-confident theatricality is that it enables Verma to gloss over Molière's darker moments: *Tartuffe*'s transformation from false piety to genuine tyranny is not that chilling, even though the court poet brings his adaptation to a premature close at the eviction of Orgon and his household. This is a game, albeit a sophisticated one which exposes the contrived nature of Molière's original last scene.

This delightful mobile production of *Tartuffe* - looking not in the least travel-worn - plays at the cavernous Hackney Empire until Saturday.

Andrew Hill

## Vivien

THEATRE MUSEUM, COVENT GARDEN

The ambivalence of the 20th century about extreme success is matched only by its ambivalence about extreme beauty. Vivien Leigh had both and lost them, along with her great love, Laurence Olivier. "You reach a point," he was later to write, "when it's like a life raft that can only hold so many. You cast away the hand grasping. You let it go."

The truth - as this solo piece makes clear - was that the grasping hand had become crabbied by professional jealousy, illness and the depression that Vivien called "my demon". The generation of critics that hailed Scarlett O'Hara had yielded to one that damned her Lady Macbeth with faint praise. "Quite compelling in its small way," sniffed the young Kenneth Tynan, while fulsome in his admiration of her lord and master.

All the same, Vivien Leigh left posterity a nice little nest-egg, most famously Scarlett in *Gone With the Wind*, but most poignantly Blanche DuBois of Tennessee Williams' gut-

wrencher, *A Streetcar Named Desire*. Both fictions owe part of their enduring appeal to the fact that they could be seen as refractions of reality. "Playing her tipped me into madness," said Vivien herself of Blanche, the disintegrating drape who layed the ghost of the exquisite, mixed-blood Scarlett.

Andrew Powrie's portrait is compassionate but understanding, employing a wealth of anecdotal evidence to make the point that here was a woman who was guzzled by her own publicity machine. Liz Payne speaks and moves well, capturing the coy half smile of so many studio stills and the clipped diction of RADA, circa 1930.

It is a show that sits happily in a theatre museum - somewhat long, but neatly staged with an authentic ring that extends to the white lace collection of Scarlett's dress. It gives no offence, but neither does it present any tangible challenge.

Claire Armitstead

## ARTS GUIDE

### OPERA AND BALLET

**London**  
Royal Opera, Covent Garden. Revival of the 1985 production of *Il barbiere di Siviglia*, conducted by Gabriele Ferro, with the first of two interesting casts: Agnes Baltsa, Raúl Giménez, Jeffrey Black, Gabriel Bacquier and Ruggero Raimondi. Last performance of the first-rate new production of Verdi's *Aida*, conducted by Edward Downes, with Barrow Tumanian, Josephine Barstow, Giuliano Ciannella and Giorgio Zancanaro: strongly recommended.

**The Hague**  
Nederlands Dans Theater with *La Cenerentola* (Kyllian Debus) and the world premiere of new ballets by Philip Taylor and Jean-Christophe Maillot. AT&T DanceTheater (Fri, Sat) (360 4930).

**Geneva**  
Teatro Margherita. Bellini's *La Sonnambula* in the production by Mattia Tei for the Fenice in Venice, with Luciana Serra, Pietro Bello and Carlo Strilli, conducted by Eugene Konn (589 238).

**Milan**  
Teatro Alla Scala. Rudolf Nureyev's production of *The Nutcracker*, for which he has redone the choreography, with Anita Magyari and Oliver Metz alternating with Isabella Seabra and Zoltan Solymosi in the leading roles, conducted by Armando Garcia (80.91.26).

**Paris**  
Chatelet. Broadway musical *42nd Street* to Harry Warren's music has its production supervised by Mark Bramble (4223240).

**Amsterdam**  
The National Ballet on tour with *Under my Feet* (Van Dantzig)

Schatt, Fyrie Dances II (Van Schatt) and a new ballet by Jan Linskens. Fri and Sat in Rotterdam, Schouwburg (411 8110). Tue and Thur in The Hague, AT&T DanceTheater (380 4390).

**Hamburg**  
Opera. *Die Zauberflöte* is sung by Amanda Halperin, Dawn Upshaw, Kurt Moll and Robert Gambill. *Tomteflöte* has a first-rate cast led by Linda Pech, Livia Buda, Kurt Moll, Gunter Neumann and Andreas Schmidt.

**Frankfurt**  
Opera. *Le Bohème* in Volker Schöndorff's impressive production has Elaine Coelho as Mimì, Hildegarde Heidecke as Musetta, Alejandro Ramirez as Rodolfo and Alberto Rinaldi as Marcello.

**Bonn**  
Opera. Youri Vámos' ballet *Schneewittchen* will have its premiere this week. Hans Sotin, accompanied by Helmut Deutsch, perform Schubert's *Die Winterreise*.

**Stuttgart**  
Opera. Tösch stars Giuseppe Taddei, Maria Guleghina and Michael Sylvester. *Tomteflöte* is sung by Nancy Johnson, Deborah Lippman, Toni Krammer and Mark Munkittrick.

**Munich**  
Opera. Adriana Lecocqeur con-

November 2-8

ducted by Claudio Abbado. *Die Zauberflöte* is of respectable standard with Helen Kwon as Queen of the Night. *Onegin* was choreographed by John Cranko.

**New York**

Metropolitan Opera. James Levine conducts Arvin Brown's production of *Porgy and Bess* with Priscilla Beaulieu, Marjorie Martin and Terry Cook. James Levine also conducts Piero Fagiolini's production of *Un Ballo in Maschera* with Aprile Millo, Lucien Favart and Juan Pons. Boris Godunov, conducted by Yevgeny Svetlanov, features Stanislav Tsygankov, Gary Lakas and John Shirley-Quirk in August Everding's production. (362 6000).

**Washington**  
Washington Opera. The company's 35th season opens with Maria Ewing in the title role of *Salome*, in Sir Peter Hall's production conducted by Gerald Schwarz. Opera House, Kennedy Center (416 7800).

**Chicago**  
Lyric Opera. Frank Galati directs Argento's *The Voyage of Edgar Allan Poe*, with libretto by Charles Nolte. Christopher Keene conducts Donald Keach as Poe, Winifred Fax Brown as his wife and Richard Stilwell as Poe's nemesis Griswold. Civic Opera House (832 2244).

Swiss University acknowledges your practical abilities and your special professional knowledge. Earn your

### DOCTOR'S DEGREE

in Economics, MBA or PROFESSOR'S Degree. Non-residential programme on special request. Write for information.

Free University of Tübingen/Switzerland  
P.O. Box 213, CH-9053 Tübingen  
Phone: Swiss 071/874344  
Fax: Swiss 071/874377

Find the perfect luxury holiday in the WEEKEND FT.

HOLIDAYS AND TRAVEL appears every Saturday. Order your copy today.



## FINANCIAL TIMES

NUMBER ONE SOUTHWARK BRIDGE, LONDON SE1 8HL  
Telephone: 071-873 3000 Telex: 922186 Fax: 071-407 5700

Friday November 2 1990

## Emu and Mrs Thatcher

NONE of the leaders of the four leading member states of the European Community has enhanced his (or her) reputation for statesmanship over the past week. Mr Helmut Kohl and Mr François Mitterrand, by their short-sighted behaviour over farm reform, Mr Giulio Andreotti, by his ill-considered agenda for the summit in Rome last weekend, and Mrs Margaret Thatcher, by her intemperate and ill-considered remarks in Rome and again in the House of Commons on Tuesday, have done much to bring both themselves and, worse, the European Community into disrepute.

The EC's immediate priority is to agree a negotiating mandate on farm reform for the Uruguay Round of multilateral trade negotiations. The leaders who have blocked the requested mandate – itself inadequate both to the occasion and the need – should note that many of its partners doubt whether the EC was ever prepared to negotiate in good faith. If failure there is to be, the EC will bear much of the blame for the consequences – and deservedly so.

When deciding to ignore this urgent issue, the leaders needed to have something to say on economic and monetary union that could be justified by its clarity, and its timeliness. They failed on both counts.

The pronouncement itself could readily have been postponed until December. Worse, as Mr Karl Otto Pöhl, the president of the Bundesbank, has pointed out, the next stage on the path to Emu is "nearly incomprehensible". So 11 of the 12 have agreed to a conditional date for moving into an ill-defined transition. What is the point of this?

Unfortunately, Mrs Thatcher's behaviour over the EC can make even the blunders of her counterparts look statesmanlike. She persistently fails to understand that she has to persuade. She can neither impose her will nor, in the end, stop what the other members wish to obtain.

## Alas, prime minister

"It is our purpose to retain the powers and influence of this House, rather than denude it of many of its powers," she said, in response to Mr Neil Kinnock, after her diplomatic outburst at the meeting of the European Council. "We are more stable and influential

with sterling, and it is an expression of our sovereignty. This government believes in the pound sterling," she also remarked.

Alas, poor House: alas, poor pound sterling: alas, poor Mrs Thatcher! The first is, all too often, a rubber stamp; the second, a currency that has lost its lustre; and the third a woman who confuses elective dictatorship with democracy.

## Treatment of money

Money exists to facilitate the welfare of citizens, not the powers of government. No sense can be made in the debate on Emu, both within the UK and in the EC as a whole, if this point is not kept in mind. The question must then be whether the long term interests of the citizenry are best served by treating money as within the arena of politics or as part of its constitutional framework.

Nobody would question that the administration of justice must be beyond the purview of party politics. Is this not true of money as well? When one contrasts the experience of the UK under politically managed money with that of Germany under a money managed by its central bank or of the UK under the gold standard, the answer seems clear. The ability of a government in possession of a temporary majority in the House of Commons to manipulate the currency in order to secure a renewal of power from a bribed electorate is not an expression of effective democracy. It is its abnegation.

The case for an independent monetary authority is strong. But a European money is likely to prove the sole route to monetary stability that is also politically credible. Consequently, acceptance of the long term objective of monetary union is not contrary to the interests of the people of the UK, however contrary it may seem to those of people who expect to rule over them.

Much is still to be fought over in the debate on Emu: how much power to transfer to EC institutions, how to effect the best possible transition and how to preserve the most valuable monetary asset that the EC now possesses, the credibility of the Bundesbank. None of this may have been helped by the capers in Rome; none of it presciently helped by Mrs Thatcher's obscurantism either.

## The survival of Yugoslavia

YUGOSLAVIA is Europe's forgotten people. Since President Tito's death 11 years ago, western governments have turned a blind eye to the destructive force of nationalism which is pulling apart the foundations of the state.

It was easy for the west to ignore Yugoslavia's ethnic problems under Tito. His authoritarian rule guaranteed that nationalist disputes were suppressed. His break with Stalin in 1948 ensured generous western economic assistance. To his credit, Tito created a Yugoslav identity.

Yugoslavia is a microcosm of the Soviet Union: it has 10 nationalities and as many languages, three religions and two alphabets. Contrary to Marxist ideology that nationalism would disappear under communism, in both countries nationalism fills the vacuum left by the collapse of that system.

Yugoslavia's six republics have unashamedly used the nationalist card to try to oust the communists. They have also used it as the bridge between the one-party state and the multi-party system. However, Yugoslavs are standing still on the bridge, reluctant to take the final steps to a democratic Europe. West European governments should endeavour to pull them across, or else risk upheaval in the Balkans where, in 1914, Emperor Franz Ferdinand was assassinated.

But before they do so, Yugoslavs must decide in what kind of political house they want to live. It is clear that the old federal structures, which were based on a complex rotation system of the republics in the federal leadership, have been redundant since Tito's death.

## Confederal system

One plan, drawn up by Croatia and Slovenia, the two most prosperous republics, envisages a confederal system whereby economic, security and political powers would be devolved to the republics. It could work, provided all the republics created institutions which would respect the rights of all the ethnic minorities.

The alternative to the con-

federal system is a revamped version of the federal model proposed by Serbia, the largest republic. Herein lies the problem. For good historical reasons the Croats and Slovenes fear the dominance of Serbia, as did Tito, who emasculated its dominance and thus preserved the unity of the state. The Serbs now want history redressed.

## Ignominious past

Mr Slobodan Milosevic, Serbia's populist, communist president, has obliged. By forcibly reintegrating into the republic the two provinces of Kosovo and Vojvodina, he has raised the spectre of the past. It is an ignominious one, plagued by ethnic hatred, violence and centuries of imperial misrule. These sentiments have resurfaced. They now prevent the republics from setting an agenda for the future. That is why western Europe should insist that, if Yugoslavia is serious about becoming associated with the European Community, it must respect human rights and end the violence.

The problem is that there is neither a political party nor a personality in Yugoslavia able to set the political agenda or transcend ethnic divisions. In this respect, the Soviet Union has a slight advantage over Yugoslavia. Mr Gorbachev commands considerable political authority from the centre. In Yugoslavia, the prime minister, Mr Ante Markovic, has neither the authority nor the power to propose a blueprint. His economic reforms, a praiseworthy model, have inevitably led to falling living standards and a fanning of the nationalist fires.

Western economic assistance per se is no solution. Nor would western governments be tempted into believing that one republic is less nationalist, or more democratic than another, or capable of existing in its own right. But that is not the issue. The issue is whether Yugoslavs have the political will to make their state survive as a viable entity, which could one day become a member of a wider European grouping.

The farmer was asked what he would do if he inherited \$1m. "Well," he said, "I'd continue farming until I lost it all."

The joke is told with relish by Mrs Norma Walden, a Lubbock, Texas, farm wife, who lives in a fine, sprawling home paid for during US agriculture's good times. Her husband, Bill, grosses \$1m a year on hogs and sugar beets, but often he must dip into his equity to maintain his high-cost operations. He has added up his working hours and concluded that he now pays himself less than \$1 an hour.

The Waldens, like many farmers across the country, view with deep concern the US proposal in the Uruguay Round of international trade talks to reduce farm support and trade barriers. This anxiety has filtered up from the grassroots to the US Congress, as the 100 members of the General Agreement on Tariffs and Trade head into the final six weeks of fractious negotiations in the most far-reaching attempt to update world trading rules.

The Bush administration, like its predecessor, has brought to the Gatt bargaining table a proposal which was initially backed domestically by an uneasy coalition of agricultural interests. But the farm trade reform plan has come up against growing protectionist forces in Congress and a strengthening conviction in rural America that the US food supply ought not to be subject to the theories of free-trade academicians. Agriculture trade reform – which seemed achievable four years ago by a popular president at the height of his prestige – now appears increasingly unachievable by a president whose ability to provide economic leadership has been thrown into question by the US budget negotiations.

For the Waldens of Texas, the US push for free trade offers the tantalising promise of a lucrative European market for their hogs. But they also would lose the protective shield of the US sugar quotas. In the end, they come down opposed.

"We cannot compete against the low-wage countries," Mr Walden says. "I'd be ok because of the hogs. But I worry about the neighbours who couldn't survive."

More than 35,000 Texas producers have gone bust since 1985 while the US has pursued a cheap food policy, designed to boost exports. The survivors in this fertile state of giant-size farms and ranches are painfully divided over the administration's proposal to slash subsidies as farmers across the country.

Mr Randy Justice, a large rice producer in Bay City, Texas, favours the administration's view. But 25 per cent of the US rice export market was instantly swept away in August when the president declared an embargo on shipments to Iraq.

"Food is used to shape foreign policy," Mr Justice acknowledges. "Whenever the government can tell us who we can sell our products to and who we can't and for how much, then I suppose there is an argument for the farm safety net."

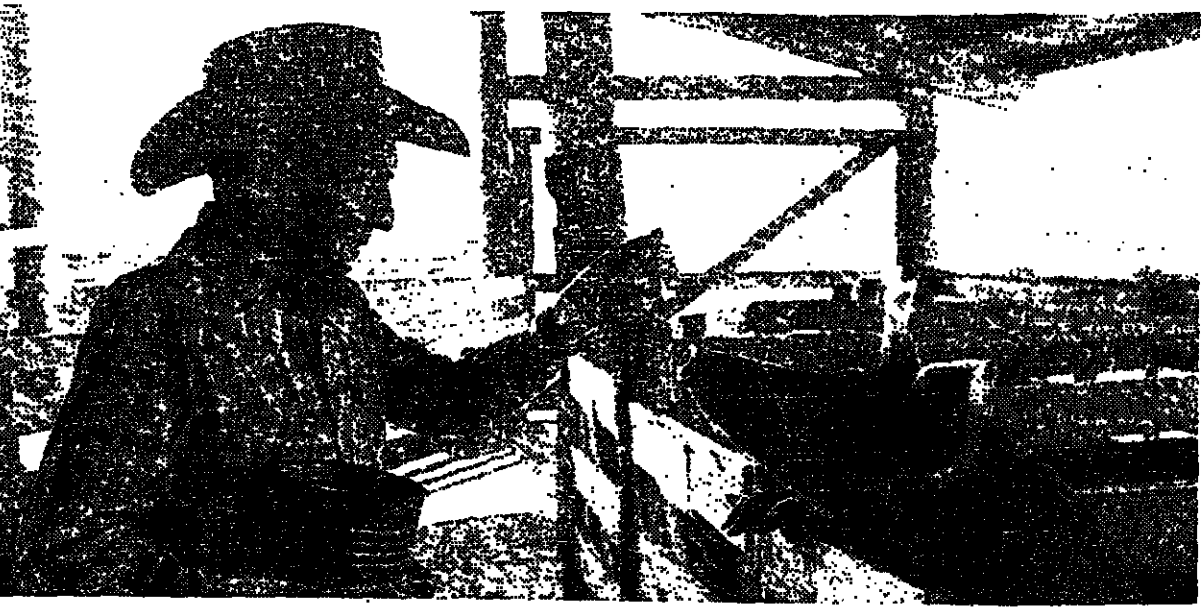
Mr Jim Hightower, the Texas agriculture commissioner, represents the opposing side. He says the administration is using the populist warms in his Texas drawl that Gatt stands for "Gatcha again".

"Administration spokesmen portray Gatt as a peasant to free trade," he says. "What they don't say is that the Gatt will cost Americans drastically, freeing our agriculture production to move from the US to the Third World and freeing our borders for massive imports of foreign produced food."

In the division among American farmers, there are clear points of convergence. They agree almost universally that the price floors, set by the government, are too low to cover production costs – except during those increasingly rare years when short-crop prices push up. They detest the government programme which provides them millions of dollars a year in production subsidies, but these sub-

US farmers are divided in their response to a Gatt initiative which threatens the subsidies on which they rely, Nancy Dunne reports

## Grassroots anxiety in agriculture



Total transfers associated with agricultural policies (\$bn)

	Transfers from taxpayers (1)				Transfers from consumers (2)				Budget revenue (3)				Total transfers (1) + (2) - (3)			
	1986	1987	1988	1989	1986	1987	1988	1989	1986	1987	1988	1989	1986	1987	1988	1989
EC-12	31.7	38.2	45.8	44.1	71.9	78.3	83.7	54.1	0.7	0.7	0.7	0.7	102.9	115.9	108.8	97.5
US	59.4	50.3	49.1	46.3	29.6	30.4	28.0	21.6	0.9	0.7	0.8	0.7	88.1	80.0	74.3	67.2

Source: US Secretariat estimates

dies – called deficiency payments – are sometimes the difference between liquidity and the auction block.

The differences among the farmers arise over the solution. The world is on the road back to surpluses. Production will increase as eastern Europe liberalises; new technology will spur output everywhere. The Bush administration believes the free market is the fairest, most efficient mechanism for determining price and a producer's individual survival. It worries that without multilateral farm trade reform, protection will increase and lead to a new cycle of trade tensions.

Another school of thought holds that the free market is a mirage, slighted only by academics, rich middlemen and politicians, who need not toil for long hours year round "to make a crop". They see the administration as a tool of the five huge grain companies, which thrive on volume no matter what the price. They favour land management programmes, which they believe are environmentally sound, and an international food reserve to provide stability. They say higher price floors – even an international price, linked to production costs – would negate the need for deficiency payments.

In the Congress, 37 senators, from both parties and varied constituencies, have now signed on to a Gatt-cripping resolution which could amend whatever package of trade reforms emerges from the conclusion of the Round in December. If, indeed, any emerges at all. The resolution, which needs only the votes of 51 senators to take effect, means the Senate

could upset delicate compromises so painfully achieved by negotiators in Geneva and Brussels, and bring the entire negotiations to naught.

Similar action has been threatened in the House of Representatives. This opposition, before a completed pact is produced, is highly worrying to the Bush administration. The trade talks were largely launched to correct farm trade distortions after bilateral battling and cajoling – and even a matching export subsidy scheme targeted towards EC markets, the Export Enhancement Programme, failed to convince the Community to restructure the Common Agricultural Policy (CAP). But the vocal opposition of many farm interests blemishes the picture of unity among US farmers which negotiators have assumed in the Round.

President Bush has gambled heavily on the success of the Round. In defiance of Congress, trade disputes over subsidies, market barriers and patent protection have been relegated to the multilateral bargaining table, a practice which has left Congressmen and powerful interest groups frustrated and mistrustful.

Producers say cuts in subsidy levels which fall short of complete elimination 'only perpetuate the same relative inequities'

For the US, the timing of the Round has been particularly unfortunate. At the start, President Reagan's prestige was at its height. The Republicans controlled the Senate, the American economy was flourishing, and the US was undisputed leader of the western world. All feats seemed possible, even a world without government-supported agriculture.

But four years later, the US economy appears dangerously anaemic; it is in dire need of the transfusion trade expansion could provide. The improvement in the trade deficit has stagnated. Textile imports reached a record high for the first eight months of the year; steel imports have attained their highest level since last October. Demands for protection, staved off during more prosperous times, are gathering strength as they always do when unemployment rises.

The original US farm proposal to phase out all trade-distorting subsidies and quotas over 10 years drew grudging backing from the mainstream commodity groups, the grain traders and agribusiness. However, when reality intruded and the US put forward a compromise plan which would cut export subsidies by 80 per cent and internal supports by 75 per cent over 10 years, producers of sugar, cotton, peanuts and dairy products turned against the administration.

Across-the-board percentage cuts in subsidy levels which fall short of complete elimination "only perpetuate the same relative inequities", the producers declared in a letter to Mrs Carla Hills, the US trade representative. "The playing field may be at least

elevation, but it would have the same intrinsic tilt before the reductions." The revolt among farm groups, which have long enjoyed quota protection, was by no means unexpected. But the administration seems to have been caught off guard by the strength of a coalition of interests opposing the Gatt, which includes textile, steel, environmental interests and other manufacturing groups.

The US government deadlock over the budget carries over into trade policy. To block protectionism, the president needed only to muster the support of one-third of the Congress. To get Gatt implementing legislation passed he will face the more daunting challenge of mobilising majorities in both houses.

The seeds of the rebellion were planted long before the Uruguay Round, with the passage of the US-Canadian Free Trade Agreement. In Minnesota, Mr Mark Ritchie, a young farmer chicken farmer working in the office of the state agriculture commissioner, began to raise the alarm after seeing the losses suffered by wheat farmers to their Canadian neighbors.

Mr Ritchie took a leave of absence from his job, travelled with his family and two credit cards to Europe where, he studied the Gatt and formed alliances with EC farm groups. Returning to Minnesota, where he now heads the Institute for Agriculture and Trade Policy, he began co-ordinating the domestic resistance among farmers who were radicalised by the record number of bankruptcies in the last decade and who joined with other protectionist interests.

Increasingly, interest groups and congressmen have complained that they have not been consulted in advance about the US negotiating position. Senator Tom Daschle, who has not yet signed on to the Senate resolution, took to the Senate floor last week and grumbled: "Despite requests based on US law, the US trade representative will not hold field hearings that would allow ordinary farmers to state their objections to the US proposal for Gatt."

Senator Daschle's worry is this: the US proposal would permit income supports separate from production, but there is no guarantee that the administration will support such payments for US producers.

New farm legislation passed last weekend tends to support this concern. The new five-year \$54bn programme cuts \$13.6bn for producer supports and freezes income support prices at the low levels set in the 1985 law with an adjustment provided for inflation. Production subsidies will be reduced by 15 per cent from next year. Thousands more farmers, whose subsidy checks have kept them in business, are likely to be dispossessed.

The budget squeeze has forced the US to "unilaterally disarm," something Mr Clayton Yeutter, the US agriculture secretary, has vowed would never happen unless the Round produces farm reform. He has pledged to return to Congress with new plans to keep US farmers "export competitive" if the Gatt fails. But the cost must fall somewhere – if not on the treasury, then on the consumers or the farmers.

Meanwhile, there are reports that, with the pressure on fault lines appearing in the administration's solid front, Mr Yeutter, it is said, publicly disputed the government's mantra: "No agreement is better than a bad agreement." He is reported to have said: "No agreement is a weak option."

Sounding increasingly troubled, the agriculture secretary, last week in Brazil called the entire world to "line up in opposition to the European Community" and warned that failure in the Round would mean "hand-to-hand combat in trade". Yet, there is a different tune sung in many parts of the US heartland. There, a common refrain these days among farmers remains: "The EC is the best ally we've got."

## Sand storm in France

When King Hassan II of Morocco cancelled a planned cultural festival in France earlier this month in anger at the publication of a book attacking his human rights record it seemed like a fit of pique, as I reported at the time.

But the row has developed into a full-fledged political storm, forcing Roland Dumas, the French foreign minister, to fly to Morocco next week in a bid to placate King Hassan.

The Moroccan government has complained bitterly in the last few days about what it claims to be a "campaign of denigration" in the French media, led especially by Antenne 2 and Radio France International, the state broadcasting organisations.

The roots of the Moroccan irritation, however, are to be found in the publication of "Notre ami le Roi," by Gilles Perrault, a vigorous onslaught on King Hassan's government which has already sold 80,000 copies. The royal fury appears unlikely to damage its chances of remaining on the bestseller lists.

King Hassan's conviction that there is a concerted French campaign against him has been reinforced by news that Danielle Mitterrand, the wife of the French president, planned to visit a Sahrawi refugee camp in Algeria.

The row has provided a golden opportunity for the French press to bring up its favourite anecdotes about King Hassan, who, despite bringing an end to a century of Moroccan monarchy and personal ambivalence to this year's Franco-African summit in La Baule, still kept his fellow heads of state waiting at every session.

The king, who has been on the throne for 29 years, can recall an era when the French government would not have tolerated such impertinence to a friendly ruler, still less

## OBSERVER

permitted the state radio or television stations to embroider on it.

But times have changed. Pierre Joxe, the interior minister, commented yesterday, "We are not going to set up censorship just because there is a book that displeases a foreign government."

## Rare virtues

Detlev Rohwedder, the boss of Germany's state Treuhänder agency, which is charged with supervising 8,000 moribund east German companies, is a hard-bitten businessman – he is returning to his job as chairman of the Hoechst steel group at the end of the year.

But he is outspokenly critical of unscrupulous west Germans who, in his view, might be trying to make a fast buck east of the Elbe.

The people in east Germany, Rohwedder has told a conference in Bonn, have different lifestyles and different expectations compared with west Germans. "They are vulnerable. They need sensitivity, tact, and consideration."

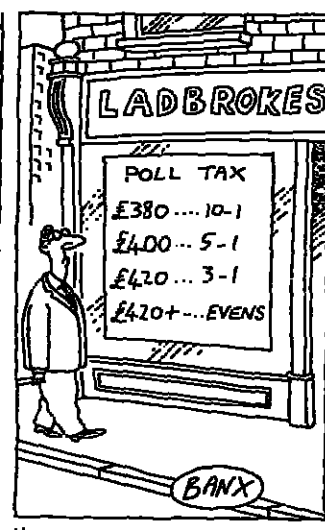
He adds drily, "These are not virtues for which we Germans have much of a reputation in the world."

## Numbers game

The 10-ft long "engine" built by the Devon-born mathematician Charles Babbage nearly 150 years ago is generally acknowledged as the world's first digital computer.

Not that his three-ton cast iron contraption in the Science Museum, South Kensington, bears much resemblance to a modern lap-top model.

Indeed, poor Babbage failed to complete any of his mechanical devices which were intended to combine complex mathematics with "decisions" based on their own computa-



tions. The museum has just begun working on a mechanical jigsaw puzzle to reconstruct the 4,000 parts in steel, bronze, and iron, in order to have Babbage's Difference Engine No 2 working in time for the bicentenary of his birth next year.

"By building a Babbage engine to original designs we have set out to prove that these machines could have worked in Babbage's day", says Doron Swade, the museum's curator of computing.

Building the engine and mounting an exhibition will cost £500,000. The museum is hoping that today's computer giants will divert a small portion of their profits in the direction of South Kensington.

## Pen power

As if flying jet planes, riding powerful motorbikes, and reforming one of the world's largest economies, was not enough, Brazil's President Fernando Collor has taken up journalism.

"Sometimes he likes to clar-

ify his views in print" explains Pedro Luis Rodriguez, one of his spokesmen.

The president's most recent foray into print came yesterday when all the country's leading newspapers carried a long article bearing his signature.

Entitled "Where is the intolerance?" it was meant to explain why he had passed a decree last week introducing the power to ban certain television programmes.

The decree has been widely condemned as censorship particularly coming from a President publicly committed to reducing the role of the government in people's affairs.

Brazilians are probably the world's greatest TV addicts, and the current most popular serial has some explicit scenes. "In his article Collor argued, 'The measures we have taken to limit the outrageous programmes endemic on Brazilian television can no more be compared to censorship than can a legal sentence backed up by the judicial process be compared to the abusive suppression of human rights'."

He explained, "What we are trying to achieve in Brazil is a revolution, at least of habits."

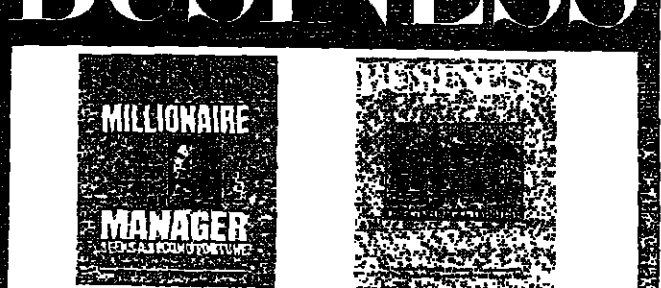
Perhaps the most famous victim of this new revolution to date is the country's former Justice Minister, a married man, who had to resign last month after an indiscreet cheek-to-cheek dance with the Economy Minister.

## Striker

An election tip. Brian Lenihan, sacked from the Charles Haughey government, but still a candidate in next week's Irish presidential elections, is an old footballer who can be expected to play harder as the game gets tougher.

Peter O'Donovan, a member of the FT staff, remembers Lenihan playing for Dublin's Shelbourne team in the 1940s. Says O'Donovan, "He hadn't got class... but he would run straight through."

## BUSINESS



**PAUL JUDGE**  
Doing it all over again

**PETER DAVIS**  
Reed's quiet transformer

**T. BOONE PICKENS**  
Japan Inc. in his sights

**STC**  
That shrinking feeling

FREE 84 page supplement with November issue. The BUSINESS 1000, the most comprehensive and up-to-date guide to Britain's top companies, and UK corporate trends.

**ON SALE NOW AT LEADING NEWSAGENTS**

Place a regular order with your newsagent, or Fax 071 351 2794 for subscription details  
BUSINESS, 234 King's Road, London SW3 5UA. Tel: 071 351 7351.

BUSINESS IS AN ASSOCIATE COMPANY OF THE FINANCIAL TIMES AND THE CONDE NAST PUBLICATIONS

408 954 544













**Thwaites**  
ALLDIG 100, FROM THE NO.1 IN DUMPERS

**INSIDE**

**Heavy industry trio post gains in Japan**

Japan's big three heavy industrial groups have all reported increases in their interim profits. A boost in power system orders helped Mitsubishi Heavy Industries to a 13.6 per cent increase after tax, while cost-cutting efforts paid off at Ishikawajima-Harima Heavy Industries which advanced by 15.3 per cent. Kawasaki Heavy Industries lifted consolidated pre-tax profit by 40.5 per cent. Page 24

**Punts of no return**



A sum of between £20m and £30m, frozen in a bank account in Cyprus, is one of the more bizarre aspects of recent events at Goodman International, Europe's biggest beef processor. A Goodman subsidiary raised the money from Barclays Bank Dublin to lend to a Tipperary farmer, for purposes undisclosed. Since then, it has become well-travelled - diverted en route for South Africa to arrive in Cyprus via the Channel Islands, London and Luxembourg. Larry Goodman (above) is taking legal action to recover the money which he says is his. Page 29

**Nordic banking powerhouses**



The recent Swedish Finance Ministry proposal to abolish ownership barriers between banks and insurance companies has triggered the second stage of a revolution in domestic banking, paving the way for expansion across Europe. "There are significant synergy effects between banks and insurers," says Mr Curt Olsson (above), chairman of Sweden's largest bank, S-E-Banken. John Burton reports from Stockholm. Page 25

**When the bough breaks...**

Several of Canada's biggest timber companies have taken the axe to dividends in a desperate bid to save cash amid a sagging market. Results in the third quarter have been grim - one pulp, paper and timber producer after another has reported either a loss or a steep dive in earnings. Page 24

**Playing a close hand**



The new UK broadcasting bill received royal assent yesterday, preparing the way for a round of competitive tenders on television franchises. A tense poker game is about to get underway as players line up for a stake in, or an outright takeover of, a big ITV company before the changes. Until now, powerful media players have been at the table, but no one has been willing to play their cards. Page 29

**KLM drops by 74% in second quarter**

By Ronald van de Krol in Amsterdam

KLM Royal Dutch Airlines, one of several European carriers battling to control costs, said yesterday that its profit plunged almost 74 per cent in the second quarter, reflecting higher bills for fuel, insurance, loans and aircraft maintenance.

Net profit in the second quarter fell from F162.2m a year earlier to F142.7m (£34.9m). The airline's total costs climbed 11 per cent to F1.7bn in the three-month period ended September 30, easily outstripping a meagre 1 per cent rise in revenue to F1.8bn.

KLM, which outlined a series of cost-cutting measures in mid-October, repeated earlier warnings that it stands to make a "significant" loss in the 1990/91 fiscal year. On the Amsterdam bourse, KLM shares eased F1 to close at a 12-month low of F19.10.

Pre-tax results from normal business operations fell by 88.3 per cent to F177.1m. Although financing charges rose by more than F130m, this was more than offset by a book profit of F141.1m on the sale of a Boeing 747-300.

The volume of traffic on KLM's aeroplanes rose a healthy 8 per cent in the period, but traffic revenues were flat overall because of the fall of the dollar, yen and pound sterling against the Dutch guilder.

However, the strength of the guilder brought a measure of relief to KLM's fuel bill. Although fuel prices rose 20 per cent in dollar terms in the quarter, the Dutch carrier's fuel costs in guilders were only 4 per cent higher at F184.5m because of the slide in the dollar.

The biggest proportional rise in costs was in the "materials and consumables" used to repair and maintain KLM's fleet of aircraft. These costs soared by 65 per cent to F128.6m.

Salaries and other staff expenses - KLM's single biggest item of expenditure - were up 7 per cent at F132.2m.

KLM posted a net profit of F184.1m in the 1989/91 first half, down 78.5 per cent from a year earlier. The second half, which corresponds with the winter months, is traditionally weaker than the first half, raising the prospect of big full-year losses ahead.

Another factor pushing profits down is a fall in contributions to earnings from KLM's minority stakes in such carriers as Northwest Airlines of the US, Sabena World Airlines of Belgium and the Dutch charter companies Transavia and Martinair.

KLM, which is 88.3 per cent state-owned, is seeking to reduce its annual costs by F140m over the next three years. It took a charge of F125m against profits in the second quarter to help pay for carrying out the cost-cutting drive.

The airline is planning to cut 500 jobs, simplify working methods and trim unprofitable routes. So far, KLM has announced that it is halting services to Malta, Majorca and the Turkish cities of Izmir and Ankara.

Other big European airlines such as Air France and Scandinavian Airlines Systems have also recently launched programmes to rein in costs.

Markets, Back Page



KLM's Jan de Soet: significant loss forecast for the fiscal year

**Akzo warns of gloomy year ahead as profits fall 26%**

By Ronald van de Krol in Amsterdam

AKZO, the Dutch chemicals and dyes group, yesterday reported a 26 per cent drop in its quarterly profits and warned for the first time that the downward trend was likely to continue for the rest of the year.

Net profit in the third quarter fell from F1224m to F1160m (£277m), causing results for the first nine months to drop by 21 per cent to F1573m. Operating profit in the third quarter fell by 30 per cent to F1287m.

The company blamed the downturn on the Gulf crisis, the decline of the dollar and the weakening of economic activity in the car and construction industries. Like other chemicals groups, Akzo has not been able to raise selling prices enough to keep pace with the increase in feedstock prices caused by tension in the Middle East. Akzo, which predicted in August that its second-half results would fall less steeply than the 24 per cent decline of the first half, said it now expects the lower trend to extend into the final quarter. In 1989, it posted a record net profit of F1944m.

On a generally weaker Amsterdam stockmarket, Akzo fell F14.2 to F169.20. Akzo's Dutch competitor DSM, which rose almost F13 on Wednesday despite reporting a 19 per cent decline in profits, gave up the previous day's gains to close down F12.80 at F181.40.

Akzo left its interim dividend unchanged at F1.50. Mr Syb Bergsma, a member of the Akzo management board, refused to be drawn on whether the final dividend will be maintained at F1.65. He would say only that

Akzo traditionally aims to pay 35 to 40 per cent of net profit to shareholders.

Turnover in the third quarter fell by 5 per cent to F1.1bn. In the first nine months, turnover was off 6 per cent at F13.0bn.

Of Akzo's four product groups, only healthcare improved, with operating profit up 12.9 per cent at F1105m. Operating profit in chemicals was almost halved at F180m, while the fibres and coatings groups also revealed lower results.

Akzo realised extraordinary gains of more than F1100m in the third quarter. However, these gains were not included in the third-quarter accounts because Akzo will probably need to make provisions of F1160m in the fourth quarter to restructure its chemicals and fibres divisions.

**Haig Simonian looks at the regrouping of Italian banks**

A few years of stagnation, the most thorough restructuring of Italy's fragmented banking sector is now unquestionably under way.

This week, IRI, the country's state-holding company, gave the green light for the merger of three publicly-owned banks in central Italy to form the country's biggest bank holding company with total assets of over \$111bn.

That title may be contested sooner than expected given IRI's revelation that it is also studying the fusion of Banca Commerciale Italiana (BCI) and Credito Italiano, two of the three "banks of Rome" it was created to create a financial powerhouse with total assets of almost \$164bn.

Separately, speculation has mounted that Istituto Bancario San Paolo di Torino, the Turin-based bank which is currently Italy's largest financial institution, may try to raise its 40 per cent stake in Credito, the leading long-term lending institution, to majority control.

The moves follow two major developments earlier this year which have set the scene for the new period of rationalisation and which promise much more to come.

● The Amato law, named after a former Treasury minister, will allow many publicly-owned banks to change their status to public companies and issue up to 49 per cent of their shares on the stock exchange.

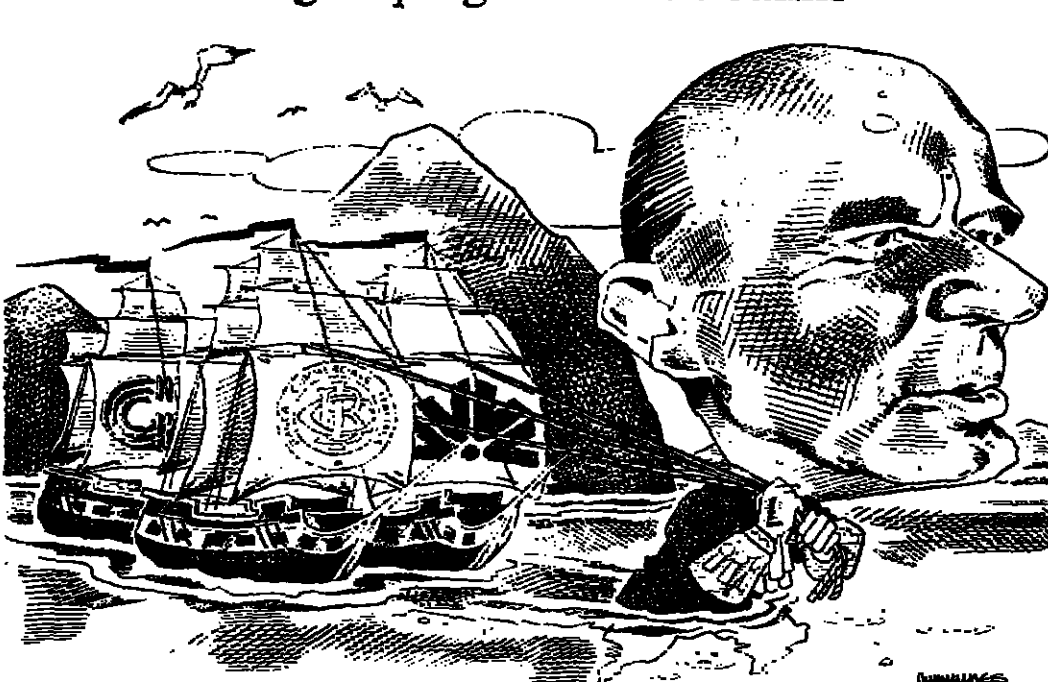
● The Bank of Italy has liberalised the former system whereby applications for new bank branches were only considered in four-year batches. In the first six months under the relaxed rules, banks have submitted over 2,000 branch applications alone.

The latest changes shed little light on other parts of Italy's banking puzzle such as Banco di Napoli, the big Naples-based bank. Rationalisation is also seen as inevitable at the savings and co-operative banks and earlier this week Mr Guido Carli, the Treasury minister, gave privatisation further encouragement by suggesting that it might be the answer for IMI, the fund management and investment banking group.

But they reflect the growing concern in Italian financial circles that the country's banks are too small, inefficient and domestically-oriented to compete effectively with their big international rivals.

However, they have so far failed to address the fact that the country has no bank of international consequence in the private sector. Even under the Amato law, any attempt by a public bank to increase private-sector participation beyond 49 per cent will require parliamentary approval.

Publicly-owned banks still lack the size to offer Italy's biggest companies the ever widening range of international services they require. While Italy has roughly as many banks in the



Guido Carli gave a boost to privatisation by suggesting that it might be the answer for IMI

**Pulling together to take on the big boys**

world's top 80 as its big European counterparts, even San Paolo currently ranks just 36th on a world basis with total assets of \$107bn.

Compare that with the \$242bn in assets at France's Credit Agricole, the world's seventh biggest bank, or the positions of Barclays and Deutsche, ranked 14th and 16th in the world, with assets of \$205bn and \$202bn respectively.

Italy's private-sector banks come even lower down the list. The biggest - and one of the least profitable - Banca Nazionale dell'Agricoltura, ranks just 163rd internationally with \$26bn in total assets. Banco Ambrosiano Veneto, the next, clocks in at 197th place with \$22bn in assets.

Both this week's announced merger in central Italy between Banco di Roma, Cassa di Risparmio di Roma and Banco di Santo Spirito, and the potential tie between BCI and Credito Italiano, involve banks focusing on similar parts of the country.

Supporters of the strategy say that geographic concentration is a vital ingredient to profitability. Broad representation in a specific region will allow the banks greater control over, and hence wider margins in, their deposit-taking business.

Applications for new branches underline the current stress on regional, rather than national or international, coverage. According to the Bank of Italy's latest figures, even Italy's biggest banks appear to be more interested in filling gaps in existing areas of strength. But executives at some Italian banks maintain that they must give a high priority to strengthening their domestic operations ahead of the day when the process of financial integration in the EC brings tougher foreign competition into the home market.

While the strategy is understandable given the localised structure of Italian business and the problems some banks have faced in expanding outside their home turf, creating a new flock of "super-regional" banks may not necessarily be the right solution in the longer term.

ple the difficulty they have of raising new capital. BCI has already suffered one major disappointment because of state control, namely the failure to acquire Irving Trust of New York in August 1988.

Nor, argue the supporters of privatisation, is it by any means certain that the big new banks being formed will be less susceptible to political influence than their often-tainted predecessors. Italian bankers complain vociferously about the role of political appointments in weakening the quality of bank managements and the extent to which lending decisions are also affected by political influence. "A bank that is subject to political interference is a very ineffective business," says one Italian banker who adds that the Rome-based publicly controlled banks are particularly vulnerable.

Geographically, the new merger trend does not tackle the question of internationalisation. The long-standing plan by Germany's Commerzbank and Banco Hispano Americano of Spain to swap shares with Banco di Roma now looks a non-starter given the latter's inclusion in the new "super-regional" being set up.

Likewise many of the other new alliances being mooted remain inward-looking. For the time-being at least, tiny share swaps with foreign institutions seem to be far as internationalisation is likely to go.

Some bankers fear that the reforms that are underway will not remove a serious competitive disadvantage suffered by the state-controlled banks, for exam-

**Market Statistics**

Base lending rates	38	London traded options	27
Benchmark Govt bonds	26	London traded options	27
FT-100 Index	26	Managed fund services	34-39
FT 100 bond service	26	Money markets	27
Financial futures	26	New int. bond issues	27
Foreign exchanges	38	World commodity prices	38
London recent issues	27	World stock market indices	28
London share service	22-23	UK dividends announced	28

**Companies in this section**

AIG	24	Howden Group	25
Adiaam	24	I-Harima Heavy Inds	25
Adrian Irish Banks	24	Int'l Marine	25
Amco	24	Kawasaki Heavy Inds	24
Baltimore Bancorp	24	Kuiper Group	24
Banco	24	Luigi Interests	24
Bond Corp	24	Mitsubishi Hy Inds	24
Continental Bank	24	Mitsui Tayo Kobe Bk	24
Dai-ichi Kangyo Bank	24	News Corp	24
Daks Simpson	24	North West Water	25
First Nat Bank SA	24	Polly Peck Int'l	25
Fuji Bank	24	S-E Bank	25
Gencor	24	SFP	25
General Re	24	Smart (J)	25
Gota	24	Transamerica	24
Heineken	25	Trump Taj Mahal	24
		Westbury	25

**Chief price changes yesterday**

FRANKFURT (DM)		PARIS (FF)	
Rhone	1080 + 20	Rhone	750 + 12
Lafayette	410 - 10	Chirac	443 + 17
Ball	287 - 12	Fondrie Lyon	731 + 31
Diageo	287 - 12	Int'l (Ch)	304 + 30
Hochel	1270 - 30	Unifol	794 + 34
Wand	740 - 15	Unifol	794 + 34
Procter	240 - 25	Schneider	600 - 20
TOKYO (Yen)		TOKYO (Yen)	
Rhone	63 + 1/2	Almalyk	1280 + 70
General Mkt	24 + 1/2	Kyocera	1360 + 50
McDonald's	25 1/2 + 1/2	Yamasa	1480 + 50
M&A	23 1/2 + 1/2	Fujitsu	910 - 60
Fuji Motor	27 1/2 + 1/2	JSR	1410 - 60
Huana	40 - 1 1/2	Kurabo Inds	1340 - 30

**New York prices as at 12.30pm**

LONDON (Pence)		LONDON (Pence)	
Charter Com	372 + 7	Embairtel	470 - 20
Prior (B)	111 + 21	Glen	754 - 16
Splash TV	482 + 8	Henderson Cos	116 - 11
Globe	298 + 12	Messersch Res	235 - 20
Tokios	164 + 12	Reckitt	559 - 10
Thorn EMI	599 + 14	Steel Group	246 - 10
AMEC	186 - 10	Sun Alliance	291 - 9
American Int'l	254 - 9	Sun Life	980 - 26
Van Rubber	389 - 8	Unilever	646 - 16
B&A	380 - 8	Wash Water	312 - 6
Best Water	50 - 6		

**Bunzl chief quits in boardroom row**

By Andrew Hill in London

MR JAMES WHITE has resigned as chairman and chief executive of Bunzl, the British specialist manufacturing and distribution company, together with two executive directors.

Mr White decided to step down after heated debate with the rest of the board, particularly the group's non-executive directors, and institutional investors who wanted him to abandon the role of chairman.

Mr David Kendall, a non-executive director, has taken over as chairman. He said last night: "Mr White had come to accept that the roles of chairman and chief executive should be split; he then had to make up his own mind about whether he wanted to fill just the chief executive's role."

He added: "In the end, much to our disappointment, he felt that he didn't want to take the

reduced role and decided to take this opportunity to go. The bit that he likes is very much the external and strategic side which is the responsibility of the chairman."

Bunzl has lost two other executives. Mr Paul Lorenzini, president of Bunzl Distribution in the US, and Mr Brian Ford, who has also resigned as managing director of the service and distribution division.

Bunzl bought companies at a rate of about two a month between January 1986 and early 1989, during which time Mr White was managing director and, from March 1988, chairman of the group. As earnings began to slow, Bunzl realised it had overstretched itself and Mr White presided over an 18-month programme of disposals which has just finished.

from shareholders at May's annual meeting, withstanding calls for his resignation. Investors were particularly critical of the £20,829 increase in Mr White's 1989 salary to £420,415 in a year when profits declined from £38.3m to £25.4m (£127m).

A Bunzl adviser said yesterday: "The non-executives can't have enjoyed that meeting much."

Mr Kendall explained that there was no longer much need for a tier of senior management which reported to the chief executive of the slimmed down group.

Advisers to Bunzl stressed last night that the company was not in any financial difficulty. Mr Kendall said the board - which now consists of just two executives and three non-executives - would continue to pursue a strategy to develop Bunzl's existing operations. Lex, Page 22

NUMBER 1  
CONNAUGHT  
PLACE  
LONDON W2



**A Magnificent Headquarters Office Building**  
12,775 SQ FT AVAILABLE NOW

**Edward Erdman** **Chesterton**  
071-629 8191 071-499 0404

A development by  
Roughage Corporation Developments Limited  
in association with the Church Commissioners for England



## INTERNATIONAL COMPANIES AND FINANCE

## Bond Corp asks ASX for deal on share trades

By Kevin Brown in Sydney

BOND Corporation Holdings, the former flagship of Mr Alan Bond, the Australian entrepreneur, has asked the Australian Stock Exchange (ASX) to allow trading in its shares to resume if creditors and shareholders approve a restructuring plan.

The ASX is unlikely to respond before December, when Bond Corporation has promised to publish its annual report for the 15 months to September 30. Trading in the company's shares would be unlikely to resume before February or March, when the restructuring is expected to receive final approval from the Australian courts and US and European bondholders.

Bond Corporation shares were suspended last December, when they were trading at around 13 cents. The ASX later threatened to delist Bond Corporation for breaches of its rules, but did not carry out the threat.

Bond Corporation has significantly reduced debt since the suspension through the sale of its media subsidiary to Mr Kerry Packer's Australian Consolidated Press Holdings, and its brewing businesses to Bell Resources and Lion Nathan of New Zealand.

However, the company is estimated to have negative net worth of more than A\$1bn (US\$533m) following losses of A\$980m for 1988-89 and A\$2.24bn for the year to June 30. Mr Bond resigned as chairman in September.

Under the proposals, announced by Mr Peter Lanes, who replaced Mr Bond as chairman, the bondholders and other creditors would take control of the company through a debt-for-equity swap. The scheme requires shareholders to agree to the cancellation of 19 of each 20 existing shares and the issue of 190m new ordinary shares, 50 per cent to ordinary unsecured creditors and the balance to subordinated unsecured creditors.

In addition, 242.2m A\$1 redeemable preference shares would be issued, 92.7 per cent to ordinary unsecured creditors and the rest to subordinated unsecured creditors.

The Supreme Court of Western Australia is expected to rule on December 10 on an application by Bond Corporation to convene meetings of creditors and shareholders to approve the scheme. If the court approves, they will be held in February or March.

## Fears depress News Corp and Adsteam stock

SHARES in News Corporation and Adelaide Steamship tumbled yesterday amid continuing investor concern about the companies' high debt-to-asset ratios, Reuters reports from Sydney.

News Corp fell 66 cents or 13 per cent from Wednesday's close to A\$1.50 after touching A\$1.25, its lowest since early 1986. Adsteam shed 22 cents or 17 per cent to close at A\$1.06.

News Corp's shares have fallen from A\$1.65 since late September due to investor concern about its debt of A\$10.5bn, which compares with net assets of A\$11.34bn.

Adsteam's price was A\$0.60 earlier this year, and registered A\$1.76 on Tuesday when Mr John Spalvins, managing director, announced in the company's annual report that he planned to reduce group debt and simplify the shareholder structure.

"News Corp has fallen worse than the rest of the market because of concern at its debt," said a dealer.

"Highly geared companies are being treated very harshly by the market," said another dealer. "There seems to be a willingness for some people to sell out of stocks almost regardless of price."

## Strong demand lifts Japan heavy industrial groups

By Emiko Terazono in Tokyo

JAPAN's big three heavy industrial groups have all reported higher profits for the six months to September 30 on the strength of buoyant demand for capital equipment and, in the case of Kawasaki Heavy, powered water craft.

Mitsubishi Heavy Industries, the largest heavy machinery maker, reported a 7.9 per cent boost in orders from the same period last year, especially in power systems.

Sales rose reflecting increases in sales of general machinery. After-tax profit was up 13.6 per cent to Y35.4bn (US\$60m).

For the year as a whole, the company estimates that pre-tax profit will rise 6.8 per cent to a record Y150bn.

Increased sales and cost-cut-

Japanese Industrial Results (Ybn)		
Company	Sales	Pre-tax
Mitsubishi Heavy Ind	1,030	68.4
Ishikawajima-Harima Heavy Ind	302	10.6
Kawasaki Heavy Ind	355	8.6

ting efforts contributed to a sharp increase in profits at Ishikawajima-Harima Heavy Industries. Sales of ordinary machinery were up 7.3 per cent while those of aerospace equipment rose 6 per cent. After-tax profit increased by 15.3 per cent to Y72bn. IHI expects its strong profit growth to continue in the second half, and is forecasting a 90 per cent rise in full-year pre-tax profits to Y28bn.

Kawasaki Heavy Industries

reported an increase in sales due to a 48.5 per cent increase in shipbuilding sales. A growth in demand for motorcycles and the company's popular jetski water craft contributed to an 18.1 per cent rise in sales for consumer products. Total orders increased to Y499bn, up 18.6 per cent on orders in the machinery division reached Y151.7bn. Unconsolidated pre-tax profit rose 40.5 per cent to Y86bn. Net income was up 23.9 per cent to Y6.07bn.

## Amcoal in R900m export growth move

By Philip Gawith in Johannesburg

AMCOAL, the coal arm of the Anglo American Corporation, has announced a R900m (US\$60m) programme to replace export capacity and to meet additional entitlement arising from the expansion of the Richards Bay coal terminal, the outlet for South African coal.

The programme involves developing the Kromdraai open-pit operation and expanding the Kleinkopje operation, both at the South African Coal Estates complex, as well as expanding the Goedehoop colliery.

Amcoal's export entitlement has increased from 9.6m tons to 12.5m tons a year.

Amcoal reported an 18 per cent decline in operating profit to R198.3m from R241.8m in the six months to the end of Sep-

tember, mainly due to a decline in export tonnage, a firmer dollar/rand exchange rate and higher unit working costs. This was partially offset by a 53.9 per cent increase to R70.5m from R45.8m in interest and investment income and a reduction in taxation.

Attributable earnings rose by 6.5 per cent to R137.8m. Earnings per share were 6 per cent up at R5.49 and the dividend was lifted by 10.4 per cent to R1.38.

Mr Graham Boustred, chairman, expects export earnings will increase as a result of higher tonnages, but lower requirements from Escom, the electricity utility that is South Africa's main purchaser of coal, will dampen domestic earnings.

## First National Bank beats SA economic slowdown

By Philip Gawith in Johannesburg

TIGHT control of costs and an increase in non-interest income allowed First National Bank, South Africa's second largest bank, to achieve a healthy increase in earnings in the year to the end of September, despite a deteriorating economic climate.

Earnings per share rose 20.2 per cent to R4.53. The dividend per share was 15.4 per cent higher at R1.50, achieved despite a hefty 82.1 per cent increase, to R294.3m (US\$117m), in provision for bad debts, taken off the bottom line.

The increase reflects concern about the worsening conditions its customers are experiencing, and a new system of categorising credits that has highlighted difficulties which would otherwise have surfaced later.

Net interest income rose by 15.4 per cent to R1.37bn. Other

operating income rose by 19.6 per cent to R960.1m. Net income for the year was 20.2 per cent higher at R329.8m.

Non-interest expenses rose only 7.5 per cent, about half the inflation rate, to R1.52bn, due to a rationalisation drive undertaken by Mr Barry Swart, managing director, who took over in the first part of 1989. The number of workers has been reduced by about 1,500 over this period.

A slight decline in the group's assets, to R30.3bn from R30.6bn, has assisted in improving the bank's capital-to-assets ratio which rose from 4.8 per cent to 5.6 per cent. The assets figure reflects the group's cautious approach to credit extension. Advances were only 2.2 per cent higher at R23.2bn.

## Japan banks cut forecast

FOUR OF Japan's largest banks yesterday announced sharp cuts in their forecasts for first-half earnings, citing higher domestic interest rates and losses on stock holdings.

AP-DJ reports from Tokyo. Dai-ichi Kangyo Bank, Mitsubishi Bank, Sanwa Bank, and Sanwa Bank joined Bank of Tokyo, which said on Tuesday that its earnings would be lower than expected in the first half, pointing to the

same problems. The Nikkei average of Tokyo stocks lost around a quarter of its value during the first half of the fiscal year, which ended on September 30.

Banks' cost of funds - measured by rates on three-month certificates of deposit - has risen about 10 per cent. Facing competition from world bond markets, they have been unable to raise their lending rates to keep pace.

## NZ property group to be wound up

KUPE Group, the property developer, yesterday reported a NZ\$86m (US\$53m) loss for the year to August 31, and directors proposed the company be wound up, writes Terry Hall in Wellington.

They felt prospects for the New Zealand property market were poor, and proposed funds be returned to shareholders

when property had been sold and litigation resolved. The report showed assets of NZ\$174.7m. Shareholder funds totalled NZ\$20.2m down from NZ\$102.7m.

The loss, which compares with a previous profit of NZ\$1.1m was due to a property asset writedown and an operating loss of NZ\$7m.

## Trading resumes in Trump casino bonds

By Nikki Tall in New York

TRADING in the Trump Organisation's high-yield Taj Mahal casino bonds resumed yesterday morning, following a suspension on Wednesday afternoon by the American Stock Exchange due to uncertainty over whether the company could make the \$47.3m interest payment on the bonds by the November 15 deadline.

The bonds fell three points to 27 in thin over-the-counter trading late on Wednesday. However, according to McCarthy, Crisanti and Maffei, the high yield specialists, they were quoted at 28-35 yesterday morning. Amex said on Wednesday that, in the absence of any assurances from Trump about the payment, the bond would trade on a "flat basis" from now on - that is, they will not trade with accrued interest ahead of the payment date.

It has been clear for many months that the cash-strapped property and casino group headed by New York businessman Mr Donald Trump would have great difficulty in meeting the interest payment. The casinos, the main cash-cows within the organisation, have been performing poorly and Trump has been attempting to restructure the Taj Mahal bonds. Earlier this month, it filed a proposed restructuring scheme with the Securities and Exchange Commission. This envisaged reducing the rate of interest on the bonds - currently 14 per cent - to 9 per cent and allowing the November payment to be made in additional bonds rather than cash.

But the Taj Mahal Bondholders' Steering Committee dismissed the scheme and said it would prefer to see the Taj Mahal go into bankruptcy.

## Aerolineas Argentinas deal near

By John Barham in Buenos Aires

CONTRACTS privatising two key Argentine state companies are expected to be signed next week. Iberia, the Spanish carrier, and its Argentine partner, Cielos del Sur, expect to sign the contract for Aerolineas Argentinas and officials said the contract for ENTel, the telephone company, will be signed on Wednesday.

The government is anxious to complete the sales, which are well behind schedule. The previous October 3 deadline for handing ENTel to its new buyers had to be scrapped after Manufacturers Hanover dropped out of the deal.

Although executives say the contracts transferring Aerolineas Argentinas are ready for signing, that does not necessarily mean the privatisation will be complete. Foreign banks must still waive a condition set under the last government by which no Aerolineas Argentinas assets may be disposed of without their approval.

The government is selling 85 per cent of Aerolineas Argentinas for US\$130m cash, plus US\$130m spread over five years and US\$2.01bn in Argentine debt certificates.

## KKR seeks \$2bn to increase takeover fund

By Martin Dickson in New York

KOHLBERG Kravis Roberts, the New York buy-out investor which is one of the most powerful takeover players in the US, is trying to raise up to \$2bn from investors to take advantage of what it believes are good deal-making opportunities, despite the depressed economic climate.

Its move is the first positive news in weeks for the American takeover market, where volume and values of deals have been hit by fears of recession, the uncertainty of the Middle East crisis and a reduction in bank lending for bids.

KKR last raised money from institutional backers in 1987, establishing a record-breaking \$5.6bn buy-out fund which it invested in deals such as last year's \$25bn acquisition of RJR Nabisco.

In a letter to investors this week it says it wants to raise a \$1bn to \$2bn supplement to the 1987 fund. Around 75 per cent of the 1987 fund has been invested so far. Institutions say KKR argues the difficult eco-

nomie climate is creating opportunities to buy companies at good prices since stock market valuations have fallen and there are not many purchasers. The firm apparently draws parallels with the 1981 recession, when it successfully invested in more than half a dozen companies.

However, KKR is emphasising that future deals will tend to be financed with higher levels of equity, relative to debt, than in recent years.

KKR already has a commitment of \$350m to its supplementary fund from the State of Oregon's public pension scheme, a long-time backer. As the firm argues the climate can offer above average long-term investment returns, others seem likely to follow suit.

● RJR Nabisco, which has been undertaking a \$7.1bn recapitalisation to refinance and reduce its debt, yesterday announced its offer to buy in \$1.55bn of debentures due in 2009 and \$541m due in 2007 had been oversubscribed.

## Third-quarter rise to \$336m for AIG

By Nikki Tall

AMERICAN International Group, the eighth biggest US insurer and the largest writer of commercial and industrial cover, saw a four per cent increase in after-tax profits during the third quarter of 1990, to \$336m. Earnings per share rose from \$1.02 to \$1.06.

However, AIG said that the relatively modest increase reflected a continued "determination to maintain strict balance sheet discipline." It increased its general insurance loss reserves by \$447m in the third quarter and said \$1.3bn had been added to loss reserves over the past nine months.

The net figure is also struck after taking in realised capital gains; these stood at \$12.8m, less than half the \$27.9m scored in the same period a year earlier. Income before realised capital gains and tax increased by one-tenth to \$417m.

AIG, seen as one of the most disciplined players in the sector, said that operating profits

on its principal general insurance business increased by a fifth to \$276m, with the company showing a small underwriting profit of \$8.9m (loss \$12.5m). The combined ratio fell to 99.55 (100.72) per cent.

On the life side, pre-tax operating profits were up by 14.2 per cent at \$117.3m, but financial services made only \$32.7m against \$44.8m.

General Re, the largest reinsurance group in the US, yesterday unveiled third-quarter after-tax profits of \$153.8m, up from \$145.8m a year earlier, while earnings per share increased by just over eight per cent to \$1.75. Ahead of realised capital gains, there was a profits advance from \$136m to \$141.5m.

At Transamerica, the West Coast-based insurance and financial services company which owns 39 per cent of London's Sedgwick Group, after-tax profits fell from \$53.5m in the third quarter of 1989 to \$50.8m this time.

## Canadian media groups see fall in earnings

By Bernard Simon in Toronto

LOWER advertising revenues, especially in Ontario, have severely dented the earnings of leading Canadian media groups, most of which are also steeling themselves for a tough year in 1991.

The country's three biggest media groups - Southern, Maclean Hunter and Torstar Corporation - all suffered reverses in the third quarter. Southern, the country's leading daily newspaper publisher, reported a C\$2.6m (US\$2.41m) loss, compared with earnings of C\$11.5m a year ago. Advertising revenue in the group's newspapers, which include 17 dailies, was down 4.5 per cent in the third quarter.

Other businesses, such as

graphics and a leading book-store chain, also fared poorly. Net income at Maclean Hunter, whose interests include newspapers, trade magazines, broadcasting and cable TV, almost halved to C\$10.4m from C\$19.2m. MH cautioned that depressed conditions were expected to continue through 1991.

Torstar's income slipped to C\$45m from C\$68m. Advertising revenue for the group's flagship paper, the Toronto Star, slid by 15.3 per cent in the third quarter, due mainly to lower advertising volumes for careers and real estate. The company's profits from book publishing were down 3.2 per cent.

## Continental angry over rejection of buy-out

By Alan Friedman in New York

CONTINENTAL Bank, the Chicago institution rescued at a cost of \$1bn by US regulators in 1984, yesterday responded with anger and perplexity to the rejection by the government's bank insurance fund of a management-led offer to buy the government's minority shareholding in the bank.

The rejection of the offer, only 48 hours after it had been made, was the third in 12 months by the Federal Deposit Insurance Corporation (FDIC), which owns 26 per cent of Continental Bank.

The latest Continental-led offer, at \$7.87 a share, would have valued the share stake at \$111.5m. Before the close yesterday, the bank's share price stood at \$7.87, having risen by 1/4. In November 1989, the FDIC refused to let Continental sell the shares in a public offering when the stock was trading at \$20 a share.

Last June, the FDIC rejected an offer of \$15.50 a share from a group that included managers, Mr Laurence Tisch, chief executive of CBS and chairman of Loews, and Mr William Simon, the former Treasury secretary. At the time, Mr Thomas Theobald, chairman of Continental Bank, said he was "dumbfounded" and described the FDIC's continued ownership of the bank's shares as "a wholly unwarranted role for a regulator".

Mr Tisch's family has since increased its stake in Continental to 8.5 per cent.

Yesterday, the FDIC said it had concluded that the latest offer, believed to have been made by the same investor group, "was not in the FDIC's best interest at this time".

Mr Richard Huber, vice-chairman of Continental, said yesterday that before making this week's bid, the bank had been led to believe that the FDIC would accept an offer at the market price. Mr Theobald said he was "mystified" by the FDIC's decision. "I'm at a loss to explain why they have rejected the third market-based offer in a year. Nor can I guess what they're waiting for."

An official at Continental said the bank thought the FDIC was holding out for a better price. "The government is basically speculating on stock prices," he said.

## Michelin Tire to shed 600 jobs in major shake-up

MICHELIN Tire, the US unit of the world's largest tyre manufacturer, is to shed between 600 and 900 jobs as a result of restructuring, Reuters reports. The restructuring will include the establishment of a North American holding company.

It will operate with two business units. One will be responsible for manufacturing all Michelin lines and for selling its duty tyres. The second unit will be responsible for original equipment sales of Michelin, Uniroyal and B.F. Goodrich passenger and light-truck tyres for all of North America.

## Hard times fell Canada's forestry industry

Sagging demand and sliding prices are taking their toll, Bernard Simon reports

Canada's forest products industry can be added to the list of recent admissions to the international corporate casualty ward.

One pulp, paper and timber producer after another has reported either a third-quarter loss or a steep dip in earnings. Noranda Forest, Abitibi-Price and Canfor Corp are among those that have in the red. Noranda lost C\$40m (US\$34.4m), compared with a C\$45m profit a year ago. Macmillan Bloedel's profit plummeted by 90 per cent to a meagre C\$2.2m, while Fletcher Challenge Canada posted an 86 per cent slide to C\$4m.

Several of the biggest companies, including Noranda Forest and Canadian Pacific Forest Products, have cut their dividends to conserve cash.

One consolation is that most of the industry leaders, such as Macmillan, Fletcher Challenge and Abitibi-Price, are in a better position to weather a long downturn than they were in the early 1980s, when they were heavily burdened by debt. Macmillan, for instance, has a debt-to-invested-capital ratio of 31.2 per cent. Noranda Forest, Repap and Doman Industries, on the other hand, are shouldering hefty debt loads. Noranda's debt service costs rose to C\$169m in the first nine months from C\$101m a year earlier.

The list of the industry's woes is a long one. It ranges from sagging demand for lumber and sliding pulp prices, to crippling strikes at several companies, high interest rates and the unremitting strength of the Canadian dollar. Tissue paper, directory papers and supercalender grades are among the few bright spots, while capacity lost by strikes has helped support the newsprint market.

There is not much hope of an early turnaround. An upturn in demand still appears to be some way off, while newsprint capacity will expand with a number of new machines due to come on-stream in 1991. Earnings will be further squeezed by heavy spending by several companies on environmental safeguards. Mr Ray Kilroy, forest products analyst at Nesbitt Thomson Deacon, in Toronto, predicted, the industry's performance may be even worse in 1991.

Canfor acknowledged this week that the outlook "is not favourable", and Noranda expects another loss in the fourth quarter. Doman said yesterday it may report an even bigger loss in the final quarter.

Especially worrying for the Canadian producers is a broad erosion of their market share by US competitors. The Canadians rely heavily on the sup-

rior quality of their pulp and paper which come from older trees. But US companies enjoy a sizeable cost advantage, thanks partly to their greater use of non-union labour, often working 365 days a year.

"We could never dream of doing that in Canada," said Mr David Tool, senior vice-president at CP Forest, three of whose newsprint mills (with

share of the growing market for recycled newsprint. With most of their mills far away from the main sources of used newspapers, they face higher transport costs than many of their US competitors.

Pulp mills have also been losing market share. The Canadian mills, which produce high-quality northern softwood bleached kraft pulp, are cur-

rency. "It's a mug's game to play with the price," Mr Tool said. "You simply destroy margins to the benefit of the consumer."

Despite that argument, there are signs that competition from the south - which at one point widened the gap between southern and northern pulp to more than US\$150 a tonne - is weakening the Canadian producers' resolve. The price for northern bleached pulp, which stood at US\$840 a tonne at the beginning of this year, fell to US\$800 in the third quarter. Contracts are now being concluded at even lower prices.

Undaunted by the experience in pulp, newsprint producers have given notice of a 5 per cent price increase effective from January 1. With demand for newsprint relatively stable, especially on the west coast, the producers hope they can repeat their success earlier this year in making a similar price hike stick. But even some within the industry acknowledge that the producers face an uphill battle.

"It's tough to be absolutely confident," said an official at Abitibi-Price, the biggest newsprint producer. Leading US newsprint companies threw their weight behind the Canadians last time, but have so far been conspicuous by their silence on another price increase.

**Free State Development and Investment Corporation Limited**  
("Freddev" or "the Company")

Registration Number 05/16931/06  
(Incorporated in the Republic of South Africa)

**Proposed rights offer of preference shares in Freddev to members of the Company**

It was announced in the press on 23 October 1990 that, subject to the approval of the members of the Company at a General Meeting to be held on 14 November 1990, Freddev's South Deep Exploration Company Limited ("South Deep") share entitlements will be passed on to shareholders by way of a renounceable rights offer of new Freddev preference shares which will have, as far as possible, the same character as a South Deep ordinary share.

This rights offer of 2 831 699 preference shares will be made to members (other than those whose addresses appearing in the share register of the Company are within the United States of America or Canada).

The transfer books and register of members will be closed from Monday, 19 November 1990 to the close of business on Friday, 23 November 1990 for

Johannesburg  
1 November 1990

Handwritten note: 20/11/90 15:50



هكذا من الاعمال

## US group bids £47m for UK engineer

**By Clare Pearson**  
in London

**¥14.6m in 1989, but profits were only ¥2500,000. The need for a better performance explains why payment of £3m for the 1989 purchase price was deferred, payable eventually in £1m instalments.**

Both were already suppliers to North West Water. Since they make complementary products, the purchase of Envirochem by North West Water is expected to be a marketing edge over French and Japanese competitors as a result of synergy.

Mr Bob Thian, North West Water's chief executive, said: "We have taken a major step towards becoming an international company serving a growing international market."

Envirochem has been sold for two years because it no longer fitted Bannat Industries' core strategy.

**INTERNATIONAL Marine**, a privately-owned US marine equipment company, yesterday ended long-running speculation about Benjamin Priest, the UK engineering company based in the West Midlands, when it unveiled a £47.3m (\$91.7m) takeover offer aimed at breaking up the group.

Priest Industries rejected the 112p per share bid as "wholly inadequate". The shares rose 21p to 111p.

Speculation has swirled around Priest, which suffered a profits fall last year, ever since May when Henry Anshel, the company's adviser to International Marine, revealed that it was involved in talks on a possible bid.

At the moment, beer consumption in Vietnam is a negligible two litres per person per year, which compares with annual per-capita consumption of 87 litres on Heineken's home market in the Netherlands.

Heineken, the world's third largest brewery group, already owns stakes in breweries in Shanghai, Singapore, Malaysia, Papua New Guinea, New Zealand, Indonesia and New Caledonia.

**SFR3.2bn (\$2.44bn)** compared with the same period a year ago, **AF-DJ** reports.

The company said a slow down in economic activity in some markets in recent months, combined with delivery cancellations in the military division, would mean a drop in sales for the whole of 1990 would likely only match the **SFR4.7bn** in sales in 1989.

■ **A. G. Petzetakis**, Greece's leading manufacturer of plastic pipelines, yesterday announced a joint venture with **AF-DJ** to produce fibre optic and other special cables, writes **Kerim Hope** in Athens.

## John Burton looks at phase two of Sweden's banking revolution

**Curt Olsson:** "We work, in many cases, in the same market"

insurance companies search for new ways to boost their sluggish profit growth and defend themselves against the threat of foreign competition, which could intensify if Sweden enters the EC.

Swedish banks are traditionally more European in standards. Their co-operation with insurance companies would give the banks access to a larger capital base, "although they will still not be large in an international perspective", says Bengt Anders Sahlen, director of Sweden's Bank Inspection Board.

The combined assets of SFP and Gotabanken were SKR27,56bn at the end of 1989, while that for S-E Banken and Skandia amounted to SKR3,600bn, roughly doubling the assets in both cases. The increased financial resources would give Swedish banks and insurance firms more opportunity to protect their markets against outsiders as Sweden dismantles restrictions on financial operations by foreigners.

Moreover, the banks and insurance companies are huddling together to reduce the possibility of foreign take-overs following Sweden's recent abolition of ownership restrictions. The change allows foreigners to take 20 per cent voting control and 40 per cent of a country's financial institutions.

The fear that Skandia would fall into foreign hands was behind S-E Banken's sudden

bid. Both the banks and insurance companies believe co-operation would increase business and improve profitability because of expanded product ranges. Profit growth for the banks is modest compared to the banks' earnings of the late 1980s, when they reaped large earnings in the first flush of financial deregulation.

Today, the banks face mounting credit losses, which could reach SKr5bn this year, as interest rates rise and the economy deteriorates. Insurance companies have seen their profits fall sharply this year due to the declining value of their stock and bond portfolios.

There are significant synergy effects between banks and insurers. We work, in many cases, in the same market," says Mr Curt Olsson, chairman of S-E Banken. "An insurer, for example, that has access to a bank's customer register can increase its sales considerably."

This was the prime reason for the bid for Gota by SPP, Scandinavia's largest insurance company. SPP was searching for an domestic distribution network to sell pension schemes after the abolition last year of its monopoly on managing pensions for all white-collar workers in the private sector. SPP also gained control of the Gota-affiliated stock brokerage firm Hag-

**("GF Props")**  
(Incorporated in the Republic of South Africa)  
Registration No. 01/01078/06

**AN OFFER TO SELL TO MEMBERS 3,067,305 SHARES IN  
OUTH DEEP EXPLORATION COMPANY LIMITED ("South Deep")  
FROM WEST WITWATERSRAND AREAS LIMITED ("WWA")**

further to the announcement on 21 September 1990, GF Pros offers to sell 3,067,305 shares in South Deep on the basis of 30 South Deep shares for every 100 shares held in GF Pros at a price which will be conveyed to members on 12 November 1990. These shares form the bulk of the entitlement to be received by WWA, a wholly owned subsidiary.

Application has been made to The Johannesburg Stock Exchange for a listing of the 3,067,305 renounceable (nil paid) letters of allocation from Monday, 19 November 1990 to Wednesday, 12 December 1990, both days inclusive.

The last date for members to register in order to participate in the offer by GF Props will be Friday, 16 November 1990.

Johannesburg  
2 November 1990

**A MEMBER OF THE GOLD FIELDS GROUP**

**JOINT ANNOUNCEMENT BY  
NEW WITS LIMITED**  
(Registration No. 05/04822/06)

**SELECTED MINING HOLDINGS LIMITED**  
(Registration No. 05/24731/08)  
("Selected")

**WITWATERSRAND DEEP LIMITED**  
(Registration No. 01/01188/06)  
("Wit Deep")

**MERGER OF NEW WITS, SELECTED AND WIT DEEP**

**Announcement of Proposals**  
On 24 September 1990 an announcement was published in the press regarding proposals for the merger of New Wits, Selected and Wit Deep.

**Notices of General Meetings**

Notices convening the general meetings of New Wits, Selected and Wit Deep to be held on Wednesday, 23 November 1990 for the consideration of the necessary resolutions to enable the proposals to be implemented were today posted to the members of New Wits, Selected and Wit Deep, together with an explanatory statement.

(in the Republic of South Africa,  
Fermuson Bros. Wall Stewart & Co. Inc.

(Registration No. 72/08905/21)  
(Member of the Johannesburg Stock Exchange)

**Johannesburg** **Cazenove & Co.**

The FT proposes to publish this survey on December 13 1990. It will be of particular interest to the tens of thousands of Directors & Managers who make decisions regarding the purchase of security services who are also regular FT readers. If you want to reach this important audience, call Jessica Perry on 071 873 4611 or fax on 071 873 3062.

## FT SURVEYS

Everyday you have on array of questions and there are plenty of sources (like the FT) with the right answers. Finding them quickly is the problem.

FT PROFILE is an online service which enables you in seconds to answer your questions using over 70 international newspapers, business magazines and specialist sources, like those in the puzzle.

To find out more, simply telephone FT PROFILE on 0522 364444 or complete and return this coupon.

FT PROFILES

EUROMONITOR B  
C W J O N E S N E W S U  
N O R T A S S I  
M I N G A L T I M E S  
S N A N N S  
T S M E A L G W  
P A T O N E  
T H E T I M E S N K  
G  
T H E B A N K E R P O S T

**in full colour in  
the  
Weekend FT.  
To find out more,  
call  
Lesley Proctor  
on 071-873 4896**

**Banco Hispano Americano, S. A.**

Frankfurt/Main, October 1990  
**COMMERZBANK**  
AG

**Guaranteed Floating Rate Subordinated Capital Notes Due July 10, 1997**  
**Unconditionally Guaranteed on a Subordinated Basis by**  
**CITICORP**  
Pursuant to Paragraph (d) of the Terms and Conditions of the Notes notice is hereby given that the period in respect of Coupon No. 24 will run from November 19, 1990 to December 19, 1990. A further notice will be published advising Rate of Interest and Coupon amount payable.

---

**November 2, 1990, London**  
By: Citicorp, N.A., (CSCI Dept.), Agent Bank

**CITIBANK**



This announcement appears as a matter of record only.

NEW ISSUE

1st November, 1990

**FUJITEC CO., LTD.**

U.S.\$100,000,000

4 7/8 per cent. Guaranteed Bonds due 1994

with

**Warrants**

to subscribe for shares of common stock of Fujitec Co., Ltd.  
The Bonds will be unconditionally and irrevocably guaranteed by

**The Daiwa Bank, Limited**

ISSUE PRICE 100 PER CENT.

**Nomura International**

Daiwa Bank (Capital Management) Limited

Fuji International Finance Limited

Barclays de Zotte Wedd Limited

Cosmo Securities (Europe) Limited

Deutsche Bank Capital Markets Limited

Robert Fleming &amp; Co. Limited

Kleinwort Benson Limited

LTCB International Limited

Nippon Credit International Limited

Swiss Bank Corporation

Towa International Limited

Wako International (Europe) Limited

The Nikko Securities Co., (Europe) Ltd.

Sanwa International plc

Baring Brothers &amp; Co., Limited

Dai-ichi Europe Limited

Enskilda Securities

Goldman Sachs International Limited

Kyowa Finance International Limited

Morgan Stanley International

J. Henry Schroder Wagg &amp; Co. Limited

Takugin Finance International Limited

Toyo Securities Europe Ltd.

S.G. Warburg Securities

All these securities having been sold, this announcement appears as a matter of record only.

New Issue

November, 1990

**CITIZEN****CITIZEN WATCH CO., LTD.**

U.S.\$200,000,000

4 1/2 PER CENT. NOTES DUE 1994 WITH WARRANTS

ISSUE PRICE 100 PER CENT.

**The Nikko Securities Co., (Europe) Ltd.**

Daiwa Europe Limited

DKB International Limited

Kankaku (Europe) Limited

Bayerische Landesbank Girozentrale

Mitsubishi Trust International Limited

Nomura International

Julius Baer International Limited

Bank of Tokyo Capital Markets Group

Bank of Yokohama (Europe) S.A.

Barclays de Zotte Wedd Limited

Baring Brothers &amp; Co., Limited

Robert Fleming &amp; Co. Limited

Goldman Sachs International Limited

Lehman Brothers International

Merrill Lynch International Limited

Mitsui Taiyo Kobe International Limited

Morgan Stanley International

National Securities of Japan (Europe) Ltd.

New Japan Securities Europe Limited

Paribas Capital Markets Group

Saitama Finance International Limited

Sanyo International Limited

J. Henry Schroder Wagg &amp; Co. Limited

Société Générale

Takugin Finance International Limited

Tokyo Securities Co. (Europe) Limited

Wood Gundy Inc.

**Corporate bonds hit by UK downturn**

By Simon London

THE REACTION in the UK government bond market to this week's deeply gloomy CBI survey of British industry was positive, with prices rising in anticipation of lower inflation and further interest rate cuts to avoid a deepening recession.

In the corporate bond market, however, all was far from well as investor thinking focused on the physical implications of a potential industrial slump and concern over the quality of corporate credit intensified.

Sterling bonds issued by UK companies have performed badly over the past quarter, with yield spreads over comparable government bonds widening significantly. On this measure the poorest performing bond issue of the past quarter is Standard Chartered's 12 1/2 per cent bond maturing 2002/2007, which now stands at an astonishing 668 basis point spread over gilts.

Other poor performers include issues from Midland Bank, P&O, Granada and Trafalgar House, where spreads have widened by more than 50 basis points in the past three months to between 250 and 300 basis points. No surprise that the biggest rise in yields have been in sectors

out of favour: property, leisure and banking.

However, the market is also increasingly looking at the structure of debt issues and differentiating more between senior and subordinated issues.

"Investors are focusing on priority borrowings and subsidiary debts, which often rank above the claims of bondholders," said Mr Frank Kennedy, bond market analyst at S.G. Warburg.

Some bonds are issued by a holding company which itself does not own the tangible assets of the group, merely shares in operating subsidiaries. The poorly performing sterling bonds from P&O, Granada and Trafalgar House are structured in this way.

Deepening economic gloom has also hit sterling convertible bond prices, many of which were already offering exceptionally high yields. Convertible bonds now yielding over 20 per cent include Burton (21.37 per cent), Cookson group (24.04), Next (25.98), Seatchi & Seatchi (74.69).

Other than the problems of specific companies, the sterling market in general has been unimpressed by the wave of bond defaults in the US.

According to figures from rating agency Standard & Poor's, US corporations defaulted on \$11.1bn of public debt in the first nine months of this year. This exceeds even the previous highest full-year total, \$9.5bn in 1987, which included the \$7bn default by Texaco.

The mainstream UK long-dated corporate bond market has yet to suffer defaults on this scale, other than the failure of British & Commonwealth earlier this year. However, the rapid demise of Polly Peck with total debts exceeding £1bn was too close for comfort.

Moreover, the wave of corporate failures has hit confidence in the banking sector. Thus the massive yield on Standard Chartered's sterling bonds reflects exposure to Polly Peck. However, even bonds from triple-A rated banks are yielding more, increasing the cost of new funds.

On Friday, Barclays issued a 12 1/2 per cent senior subordinated issue giving it swapped funding at around 25 basis points over the London interbank offered rate. In 1988 similar subordinated issues cost Barclays around 100 basis points.

In the banking sector, the increased cost of subordinated sterling funds also reflects an expectation of heavy supply, following a two-year lull in new issuance. The Barclay's issue counts as Tier II capital under international capital adequacy guidelines. Other UK, European and Japanese banks in need of capital could soon follow suit.

Elsewhere, prospects for new issuance remain subdued. There are few UK corporate borrowers immune from fears about deteriorating credit quality. There are few overseas borrowers queuing to borrow in sterling at current levels, while interest rates are expected to fall.

**German bonds rally despite rate hike by Bundesbank**

By Simon London in London, Karen Zagor in New York and John Burton in Stockholm

By Simon London

GERMAN government bonds rallied yesterday as the Bundesbank moved to tighten monetary policy by raising the Lombard rate by 50 basis points to 8.5 per cent.

The benchmark 8 1/2 per cent 10-year bond closed on a yield of 8.98 per cent, after opening at 8.98 per cent.

The December bond futures contract initially fell by 25 pips on the announcement, hitting a low of 81.77, before rallying to close at 82.08. The Bundesbank portrayed the Lombard rate rise as restoring a coherent set of financial instruments, not designed to precipitate a general rise in money market rates.

Money market rates have recently been above the "ceiling" Lombard rate, which is meant to be an emergency funding rate for financial institutions.

The Bundesbank underlined this message by committing itself to an 8 per cent rate in next week's money market repurchase operations, through which money market liquidity is regulated.

However, most analysts

**GOVERNMENT BONDS**

expect repurchase rates to rise by about 20 basis points in coming weeks. Analysts will also be watching next week's repurchase operations for signs that the Bundesbank is restricting liquidity in the market to squeeze rates up further.

Anything less than DM20bn of new supply in the "repo" will be taken as a sign of a further tightening.

Thus despite Bundesbank disclaimers, yesterday's Lombard rate rise is seen as restoring the credibility of the monetary authorities in the face of political pressures. By tightening before the first pan-German elections of December 2, the bank has underlined its anti-inflationary credentials.

The fact that this rate hike follows yesterday's 25 basis point rate cut in France also suggests close co-ordination of monetary policy among the core EMS states.

UK government bonds gave up the gains of the last two

**BENCHMARK GOVERNMENT BONDS**

	Coupon	Red Date	Price	Change	Yield	Week ago	Month ago
UK GILTS	13.500 08/92	105.04	-0.732	11.59	11.79	12.82	
	9.000 03/00	86.23	-1.732	11.33	11.42	11.78	
	9.000 10/08	84.28	-1.932	10.94	10.95	11.11	
US TREASURY	8.750 08/00	101.06	+14.32	8.56	8.62	8.70	
	8.750 08/20	100.17	+29.32	8.70	8.78	8.83	
JAPAN	No 119 4.800 08/98	84.3430	-0.149	7.84	7.74	8.24	
	No 129 6.400 03/00	83.8890	-0.154	7.51	7.47	7.82	
GERMANY	8.500 08/00	86.8000		8.98	8.98	9.00	
FRANCE	BTAN 11/95	95.6780	+0.077	10.13	10.12	10.31	
	OAT 8.500 03/00	88.8800	+0.120	10.20	10.21	10.47	
CANADA	10.500 07/00	97.1000	+0.580	10.99	11.17	11.04	
NETHERLANDS	9.000 10/00	88.8400	+0.000	9.17	9.17	9.23	
AUSTRALIA	13.000 07/00	98.0218	-0.052	13.36	13.34	13.50	

London closing, "denotes New York morning session Prices: US, UK in 32nds, others in decimal Yields: Local market standard Technical Data/ATLAS Price Sources

days following the tightening of German monetary policy and a statement from UK monetary authorities which ruled out an early cut in interest rates.

The benchmark 11 1/2 per cent gilt, maturing 2003/2007, closed down 1/4 on the day at 102 1/4 for a yield of 11.41 per cent.

On the futures market, the December gilt contract opened at 84.24 but swung as low as 84.00 during the morning before recovering to close at 84.10. Volume was a healthy 20,000 contracts.

The German rate hike is seen as dashing hopes of a further 1 per cent cut in UK interest rates. Expectations of an imminent cut forced the Treasury to issue a cautionary statement earlier in the day.

IN NEW YORK, the Treasury's benchmark 30-year bond was 1/4 higher at 100 1/4 at mid-session, yielding 8.88 per cent. Gains were less pronounced at the short end of the yield curve, where the two-year note was 1/4 higher, yielding 7.66 per cent.

The Federal Reserve entered the open market to arrange \$2bn in customer repurchase agreements when Fed funds were trading at 7 1/4 per cent. The adding of operations, widely expected, given the firmness of the funds, it is believed the Fed slashed its target for the funds on Monday to 7 1/4 per cent from 8 per cent.

The morning rally was spurred by a surprising jump in weekly unemployment claims.

In addition, the purchasing manager's index for October fell to 43.4 from 44.4 in September. A reading below 45 is consistent with declining GNP, says the National Association of Purchasing Management.

Although most analysts do not expect the Federal Reserve to change its course at the Federal Open Market Committee meeting on November 13, the bond market is hopeful that continuing evidence of economic softness will prompt a further easing of monetary policy before long.

JAPANESE government bonds traded lower in Tokyo as the dollar gained strength against the yen, breaching the psychologically important ¥130 level.

The benchmark No 119 issue closed on a yield of 7.85 per cent, against 7.79 per cent on Wednesday. In London last night, the dollar was trading at ¥130.50.

Rates for both short and long-term Swedish bonds tumbled yesterday as the central bank reduced its lending rate by a percentage point for the second time this week to 15 per cent.

The rate for six-month Treasury bills fell by 24 basis points to 14.81 per cent, while the rate for five-year government bonds dropped by 8 basis points to 13.61 per cent. Traders expect rates to fall further, with the central bank implementing another cut in market rates next week as fears about a krona devaluation recede.

**FT/AIBD INTERNATIONAL BOND SERVICE**

Listed are the latest international bonds for which there is an adequate secondary market. Latest prices at 6:10 pm on November 1

U.S. DOLLAR STRAIGHTS				OTHER STRAIGHTS				U.S. DOLLAR STRAIGHTS			
Issued	Red	Offer	Yield	Issued	Red	Offer	Yield	Issued	Red	Offer	Yield
ABBEY NATIONAL 8 7/8 93	150	99 1/2	100 1/2	8.89	AMER BANK 11 1/2 95 E	150	99 1/2	100 1/2	8.89	97 1/2	100 1/2
ALBERTA PROVINCE 5 3/8 95	400	101 1/2	101 1/2	9.05	ALBERTA PROVINCE 10 1/2 95	150	99 1/2	100 1/2	8.89	97 1/2	100 1/2
AUSTRIA 8 10/20 93 9/8	400	95 1/2	95 1/2	9.42	BANK OF TORONTO 5 3/8 95	100	94 1/2	95 1/2	9.42	97 1/2	100 1/2
BANK OF CANADA 10 1/2 95	400	101 1/2	101 1/2	9.05	BANK OF CANADA 10 1/2 95	400	101 1/2	101 1/2	9.05	97 1/2	100 1/2
BPI 7 3/4 97	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 9 1/4 95 9/8	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 10 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 10 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 12 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 12 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 15 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 15 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 18 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 18 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 21 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 21 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 24 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 24 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 27 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 27 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 30 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 30 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 33 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 33 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 36 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 36 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 39 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 39 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 42 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 42 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 45 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 45 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 48 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 48 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 51 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 51 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 54 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 54 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 57 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 57 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 60 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 60 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 63 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 63 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 66 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 66 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 69 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 69 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 72 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 72 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 75 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 75 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 78 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 78 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 81 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 81 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 84 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 84 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 87 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 87 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 90 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 90 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 93 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 93 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 96 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 96 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 99 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 99 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 102 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 102 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 105 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 105 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 108 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 108 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 111 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 111 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 114 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 114 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 117 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 117 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 120 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 120 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 123 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 123 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 126 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 126 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 129 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 129 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 132 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 132 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 135 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 135 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 138 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 138 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 141 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 141 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 144 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 144 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 147 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 147 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 150 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 150 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 153 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 153 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 156 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 156 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 159 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 159 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 162 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 162 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 165 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 165 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 168 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 168 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 171 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 171 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 174 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 174 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 177 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 177 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 180 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 180 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 183 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 183 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 186 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 186 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 189 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 189 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 192 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 192 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 195 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 195 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 198 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 198 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 201 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 201 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 204 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 204 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 207 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 207 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 210 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 210 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 213 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 213 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 216 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 216 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 219 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 219 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 222 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 222 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 225 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 225 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 228 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 228 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 231 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 231 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 234 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 234 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 237 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 237 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 240 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 240 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 243 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 243 1/2 95	150	94 1/2	95 1/2	9.18	97 1/2	100 1/2
BPI 246 1/2 95	150	92 1/2	92 1/2	9.18	BRITISH COLUMBIA 246 1/2 95	150	94 1/2	95 1/2	9.18	97	



# MBNA America Bank in asset-backed loan debut

By Tracy Corrigan

DESPITE the poor performance of asset-backed bonds during the last month or so, Merrill Lynch announced a debut offering of credit-backed bonds for MBNA America Bank 1990-B, which was priced at 110 basis points above the when-issued yield on the three-year Treasury, due to be auctioned next week.

## INTERNATIONAL BONDS

outstanding three-year asset-backed bonds.

Although it is structured as a global offering - to trade in the US, Europe, and Japan - several bankers said that European participation in the MBNA transaction is likely to be limited. The pass-through structure of the deal (which means that coupons are paid monthly, and redemption is spread over the last year of the issue's life) is typical of the US

market, but is unfamiliar to European investors. Dealers said that a certain section of European investors already buy US deals of this sort, known as collateralised mortgage obligations, and suggested that European participation will be no greater than for those US issues. However, demand for the paper in the US was said to be very firm.

Japanese as well as European investors have become disillusioned by US credit-backed bonds recently, partly because of concern that new issue volume was growing too fast, and also because of credit worries in the face of an impending US recession.

British Gas International Finance launched a Y20bn deal

via Daiwa Europe, the fifth offering of 8 per cent two-year bonds to emerge in the sector during the last few weeks. That corner of the market is beginning to look rather over-loaded by the Y15bn of new debt, but the British Gas name may find favour among UK fund managers who did not buy the other deals, traders said. On the other hand, the smaller size of the issue may deter some investors, because of lack of liquidity.

The proceeds of the issue were swapped into fixed-rate dollars, to meet future cash flow expectations, according to Mr Arthur Burgess, group treasurer of British Gas. Exploration and production costs tend to be dollar-based, and the company also likes to have some dollar funds in hand for potential acquisitions.

British Gas is shortly to launch a US commercial paper programme. In the dollar sector, Mitsubishi Finance International brought a \$77m four-year deal, which was pre-placed with Far Eastern investors.

# Taipei opens up access to financial stocks

By Peter Wickenden in Taipei

TAIWAN'S Security and Exchange Commission has widened the scope of a proposal to allow foreign institutional investment in the Taipei stock market to include financial stocks.

There are only 14 listed banking and insurance issues, but they are the most heavily weighted, accounting for about 40 per cent of the market's capitalisation. When small capitalisation issues are not the focus of attention by speculators, the financial sector tends to lead the market.

As with other categories of stocks, the commission's proposal would limit a single foreign institution to 5 per cent of the listed shares of a Taiwanese bank or insurance company, and the maximum foreign stake would be limited to 10 per cent.

Mr Dixon Ho, an analyst with W.I. Carr in Taipei, said the new ruling meant that foreign investors would probably have access to about 90 per cent of the 200-odd locally listed companies.

The commission's market-opening proposal was due to be reviewed by the government yesterday.

It remains unclear whether foreign investors will be able to buy the shares of food-processing, agricultural-related stocks, as a law prohibits foreign ownership of farmland.

# UK pension funds face up to futures

Deborah Hargreaves on a new vista opening up after a tax change

UK PENSION funds are teetering on the brink of an involvement in the futures and options markets now that changes in the tax treatment of derivatives have removed a comfortable barrier behind which many of them had been hiding.

Most UK pension funds are far from considering managed futures accounts in the style of their US counterparts because they are only just coming to grips with using the markets for hedging purposes.

A workshop organised this week by the London International Financial Futures Association in conjunction with the National Association of Pension Funds, provided a gauge for the level of interest in futures and options.

Many pension fund trustees

turned up to discover more about what they considered to be exotic instruments, and most were considering an extremely conservative use of derivatives.

It is the trustees who monitor the performance of a pension fund who must be consulted before the fund takes the plunge into derivatives and, by nature, they shy away from anything that hints of speculation.

Mr Peter Stanger, from British Rail Pension Trustees Company, summed up the situation well when he explained his guidelines to managers of BR's pension fund. "The use of derivatives should be of an investment rather than a trading nature. We want to see them used only as a way to help managers

effect investment decisions." That means a fund manager cannot gear the fund by taking on a derivatives position and must always hold enough cash to back a futures or options decision. What it means, in effect, is that the funds are greater users of options than they are of futures.

Options can be used in very defensive strategies to protect the downside on a particular stock or to gain a little more exposure to a rising market. But futures, because of the bigger exposure to the whole market that they offer, are often avoided by the cautious pension funds.

One of the things Mr Stanger emphasised was the importance for trustees to keep in regular touch with their fund managers and to discuss

investment objectives and strategies. Pension funds take a very long-term view of a particular investment and that makes them very careful.

Changes made in the UK Budget this year to the tax treatment of derivatives removed the tax penalty on income from trading the instruments. That cleared up a lot of questions remaining in the minds of pension fund trustees over the use of futures and options.

However, there has been no rush to the markets. Trustees remain wary and want to be better informed before taking the plunge. Many express incredulity at the low price of entry into derivatives in instruments that can offer an exposure many times the value of the entry price.

# US advisers look beyond the hedge

Barbara Durr on attempts to attract mainstream funds into derivatives

The US futures industry is trying to crack a very tough nut: pension funds. Promoters of managed futures accounts are assiduously courting safety-minded pension fund and other large US institutional investors in the belief that the time is ripe for a trickle of their vast sums of money into futures.

While many pension funds use futures to hedge portfolio risk, few have jumped with both feet into the risky waters of futures as an investment. However, investment advisers are now beginning to detect new institutional willingness to put money into commodity markets.

"We and our colleagues are getting a much better reception," says Mr Grant Schauberg, president of Mount Lucas Management, one of the few managed futures investment advisory firms to claim success with pension funds. Mount Lucas advised the first ever large pension fund

enjoying something of a banner year.

According to Barclay Trading, its index of commodity trading advisers (CTAs), rose by almost a fifth during the first eight months of 1990. Over the period the Standard & Poor's 500 Total Return Index declined 6.7 per cent and the Shearson Lehman US Treasury Bond Index fell 3.1 per cent. Of the 143 CTAs Barclay Trading tracks, 50 - each with at least \$1m under management - managed gains of 30 per cent or more and 25 have posted gains of more than 50 per cent.

Mr Seth Rosenberg, the former manager of a top corporate pension fund and now chief of Cotsworth Management, says that futures balance a fund's assets. While equity markets are driven by stability, the futures markets are driven by supply and demand disruptions and disequilibria.

Currently there is an estimated \$120m in managed futures accounts. But only about a fifth or so of that is from pension funds. These include Kodak, Mobil Oil, the Detroit Police and Fireman and Massachusetts state employees, according to Mr Leon Rose, publisher of Managed Account Reports, which tracks these investments. Detailed information on who is in the market and for how much is hard to come by, says Mr Rose, and pension funds do not comment publicly on investment plans.

For pension funds, which are carefully regulated, a number of obstacles remain to investing in futures markets. Under their regulations, hedging and even a small amount for speculation is allowed, but managed accounts as an investment are relatively new and must meet the criteria of "skill, prudence and diligence"

required of pension fund investing.

The first issue is consequently whether managed futures are considered a legitimate investment or are speculation. As time goes by and data accumulates, it appears that managed futures are evolving as a more acceptable asset class.

Another concern is risk and predictability on returns and performance. Commodity funds and accounts have a tendency to gyrate wildly, even if the overall trend is up, which means that any futures investor needs very steady nerves.

Yet, even among those willing to consider seriously such an investment, there are serious doubts about the capacity of futures markets. Any concerted move into futures by these behemoth funds would overwhelm them.

Futures' fee structures give cause for concern, too. Mr Love of Monmouth Capital Management says his firm collects a 2 per cent management fee and charges another 20 per cent as an incentive fee on net new profits. Of the 2 per cent half goes to the CTAs hired to conduct the trading, and they also receive 15 per cent of the incentive fee. This sort of fee loading is typical for managed futures accounts.

Yet despite reservations, Mr Love says he expects to sign "a couple" of large pension funds by the end of the year. Other investment advisers felt they were also hot on the trail to deep-pocketed pension fund clients. With venture capital and property in the doldrums, the institutional appetite for alternative investments is slowly growing, they say.

NEW INTERNATIONAL BOND ISSUES									
Borrower	Amount	Coupon	Price	Maturity	Fee	Book	Number		
US DOLLARS									
Mitsubishi Fin. Int. (4)	77	9 1/4	101 1/4	1994	1 1/4	Mitsubishi Fin. Int.			
SWISS FRANKS									
Horipro Inc. (4)	50	6	100	1995	-	Nomura Bk (Switz)			
YEN									
Mitsui Bussan Est. (4)	300	(c)	101 1/4	1994	1 1/4	Daiwa Europe			
British Gas Int. Fin. (4)	200	8	101 1/4	1992	-				

\*Private placement. †Convertible. ‡With equity warrants. §Floating rate notes. ¶Final terms. ††Non-callable. ‡‡Put option 31/3/93 at 103 1/4% to yield 9.225%. †††Coupon payable semi-annually. ††††Fixed/FIN issue. Put option 15/1/93 at 100% at the end of the third year, semi-annual. Coupon fixed at 7 1/4% for first 3 years, then pays 20bp below 6-month Libor, thereafter.

# Further charge-offs likely at Federal

FEDERAL Home Loan Mortgage Corporation's third-quarter \$21m charge-off of apartment loan losses will not be the last, Reuter reports from New York.

According to Mr Leland Brendsel, the chairman, Freddie Mac will take some additional charge-offs in the fourth quarter. "Our charges so far reflect deterioration in loans up to the third quarter and do not reflect future deterioration," he said. He would not estimate the size of future losses.

Freddie Mac's third-quarter

earnings rose to \$2.05 a share from \$1.98 a share a year ago, despite the charge-off. It said it would be reviewing its \$112m multi-family loan portfolio and would then decide if it needed to announce a special loan loss provision as part of fourth-quarter earnings.

Mr Paul Allen, Freddie Mac's vice president for performance management, said that most of the charges would come from its \$400m of delinquent-but-not-forfeited apartment loans.

"We are being a lot more aggressive in terms of foreclosure," Mr Allen said. "If we

drag our feet, there will be more time for deterioration and depreciation. If payments are 60 days past due, then we foreclose and write-off the loans." Freddie Mac's rate of loss on its foreclosed properties had been about 60 per cent.

Freddie Mac had reviewed the \$200m of apartment loans upon which it has already foreclosed and did not expect further losses, he said. Nor did it expect write-offs from the remaining \$10.4bn of apartment loans which were now performing, even though they would be subject to review.

# Seaboard winds up conversion

SEABOARD Savings and Loan Association and Seaboard Bancorp said the association has completed its conversion to a federally chartered savings bank, its reorganisation and the formation of a savings and loan holding company, Reuter reports.

They said the association's common stock is now owned by Seaboard Bancorp and each share of the association's common stock previously outstanding will now represent one share of Seaboard Bancorp, the new holding company.

## LONDON MARKET STATISTICS

### RISES AND FALLS YESTERDAY

	Rises	Falls	Same
British Funds	9	7	14
Corporations, Dominion and Foreign Bonds	0	216	876
Financial and Industrial	160	28	397
Oil	22	20	47
Plantations	3	2	5
Minerals	1	3	9
Others	63	50	96
Totals	356	965	1,540

### LONDON RECENT ISSUES

Issue	Amount	Latest Price	1990	Stock	Closing Price	Yield	Notes
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100

### FIXED INTEREST STOCKS

Issue	Amount	Latest Price	1990	Stock	Closing Price	Yield	Notes
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100

### RIGHTS OFFERS

Issue	Amount	Latest Price	1990	Stock	Closing Price	Yield	Notes
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100

### TRADITIONAL OPTIONS

Issue	Amount	Latest Price	1990	Stock	Closing Price	Yield	Notes
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100
100 F.P.	100	100	100	100	100	100	100

### LONDON TRADED OPTIONS

FADING speculation about a reduction in UK interest rates and a tightening in German monetary policy pushed equity futures lower yesterday. In the traded options market, turnover remained low as investors continued to favour bearish strategies.

The FT-SE futures contract spent another day being buffeted by speculation about European and US interest rate policy. During the morning, the market edged lower as hopes of an early cut in UK interest rates receded.

The futures market was unable to provide a lead for the cash market and spent much of the day at around a 35 point premium to the cash index. Brokers calculate

that with future dividend payments and the cost of finance taken into consideration, the December contract should trade 35 points above the spot index.

During the second half of the session, the market on Wall Street and a rise in some German interest rates depressed values further. A short seller before the close continued to narrow the gap with the cash index.

The December FT-SE contract closed at 2,052, down 38 points on the day. Its premium over the cash index finished at 25 points, compared with 38.

In the traded options market, dealing remained depressed. Brokers said investors appeared

to favour more bearish trades. A total of 26,256 contracts changed hands, up on the previous session but still below the level needed to cover brokers' overheads.

Yesterday's total was divided between 15,199 puts and 11,727 calls. The FT-SE traded 8,561, which was also weighted towards puts.

British Steel was the most active as James Capel sold 1,000 January 120 puts. A total of 1,986 lots changed hands. The other large trades included the purchase by another broker of 500 Ladbroke January 280 puts; and the sale of 550 Rascal November 160 puts.

## FT-ACTUARIES SHARE INDICES

The Financial Times Ltd 1990. Compiled by the Financial Times Ltd in conjunction with the Institute of Actuaries and the Faculty of Actuaries

EQUITY GROUPS & SUB-SECTIONS					Thursday November 1 1990					Wed Oct 31		Tue Oct 30		Mon Oct 29		Year open (approx)	
Index No.	Day's Change	Est. Earnings (p)	Gross Div. Yield (%)	Est. P/E (Ratio)	Index No.	Day's Change	Est. Earnings (p)	Gross Div. Yield (%)	Est. P/E (Ratio)	Index No.	Day's Change	Index No.	Day's Change	Index No.	Day's Change	Index No.	Day's Change
1. CAPITAL GOODS (196)	681.95	-1.1	16.16	6.99	7.56	31.87	689.71	689.05	684.89	32.00	692.56	692.65	1027.51	692.65	1027.51	692.65	1027.51
2. Building Materials (26)	916.49	-1.8	16.02	6.57	7.69	40.76	933.07	930.56	926.65	32.00	936.70	936.70	1247.20	936.70	1247.20	936.70	1247.20
3. Chemicals Construction (59)	1112.60	-1.7	7.80	7.73	7.42	52.57	1122.70	1122.70	1125.23	32.00	1125.23	1125.23	1431.37	1125.23	1431.37	1125.23	1431.37
4. Electricals (10)	1765.48	-0.7	15.92	7.62	7.68	84.91	1775.40	1809.55	1809.26	32.00	1809.55	1809.55	2073.20	1809.55	2073.20	1809.55	2073.20
5. Electronics (26)	1541.26	-0.9	10.87	5.56	12.58	58.17	1555.86	1551.13	1568.38	32.00	1561.13	1561.30	1913.76	1561.13	1913.76	1561.13	1913.76
6. Engineering-Aerospace (8)	404.70	-1.2	16.73	6.02	7.19	15.45	409.57	409.48	413.53	32.00	409.48	409.48	454.36	409.48	454.36	409.48	454.36
7. Engineering-General (47)	350.53	-0.6	17.10	7.41	7.03	50.32	349.19	349.70	349.70	32.00	349.70	349.70	388.40	349.70	388.40	349.70	388.40
8. Metals and Metal Forming (8)	403.24	-1.0	28.26	6.28	4.31	17.02	399.31	396.24	402.65	32.00	396.24	396.24	454.16	396.24	454.16	396.24	454.16
9. Motors (13)	264.91	-1.7	19.12	9.08	6.10	14.53	264.63	264.22	264.14	32.00	264.22	264.14	361.92	264.22	361.92	264.22	361.92
10. Other Industrial Materials (23)	1103.89	-1.0	15.24	7.39	7.58	60.27	1115.47	1127.87	1149.54	32.00	1127.87	1127.87	1404.41	1127.87	1404.41	1127.87	1404.41
11. CONSUMER GROUP (177)	1173.93	-1.2	10.39	4.35	11.91	31.51	1188.76	1188.76	1188.76	32.00	1188.76	1188.76	1431.37	1188.76	1431.37	1188.76	1431.37
12. Breweries and Distillers (19)	1163.81	-1.7	11.62	4.93	10.54	28.13	1007.93	999.79	1004.91	32.00	1004.91	1004.91	1295.73	1004.91	1295.73	1004.91	1295.73
13. Food Retailing (16)	2253.99	-1.7	9.27	3.24	14.06	52.68	2249.13	2249.13	2250.72	32.00	2249.13	2249.13	2720.82	2249.13	2720.82	2249.13	2720.82
14. Health and Household (16)	2209.56	-1.7	7.49	5.11	15.97	50.32	2219.19	2249.70	2247.13	32.00	2249.70	2249.70	2552.43	2249.70	2552.43	2249.70	2552.43
15. Leisure (32)	1175.22	-2.0	12.75	5.52	9.49	44.58	1178.22	1178.22	1178.22	32.00	1178.22	1178.22	1431.37	1178.22	1431.37	1178.22	1431.37
16. Leisure (32)	1175.22	-2.0	12.75	5.52	9.49	44.58	1178.22	1178.22	1178.22	32.00	1178.22	1178.22	1431.37	1178.22	1431.37	1178.22	1431.37
17. Packaging and Paper (13)	475.60	-0.8	5.54	7.32	9.07	22.95	475.65	478.57	478.57	32.00	478.57	478.57	526.55	478.57	526.55	478.57	526.55
18. Publishing & Printing (14)	2825.10	-1.2	12.54	6.65	10.00	126.51	2804.11	2804.05	2804.81	32.00	2804.05	2804.81	3556.73	2804.05	3556.73	2804.05	3556.73
19. Publishing & Printing (14)	2825.10	-1.2	12.54	6.65	10.00	126.51	2804.11	2804.05	2804.81	32.00	2804.05	2804.81	3556.73	2804.05	3556.73	2804.05	3556.73
20. Stores (34)	790.26	-1.7	11.27	4.69	11.54	19.41	790.10	786.10	790.79	32.00	786.10	786.10	762.85	786.10	762.85	786.10	762.85
21. Textiles (12)	908.59	-1.1	13.37	6.24	9.27	32.16	908.59	908.59	908.59	32.00	908.59	908.59	1041.96	908.59	1041.96	908.59	1041.96
22. Textiles (12)	908.59	-1.1	13.37	6.24	9.27	32.16	908.59	908.59	908.59	32.00	908.59	908.59	1041.96	908.59	1041.96	908.59	1041.96
23. OTHER GROUPS (166)	908.59	-1.1	13.37	6.24	9.27	32.16	908.59	908.59	908.59	32.00	908.59	908.59	1041.96	908.59	1041.96	908.59	1041.96
24. Agencles (15)	986.98	-1.1	13.37	6.24	9.27	32.16	986.98	986.98	986.98	32.00	986.98	986.98	1041.96	986.98	1041.96	986.98	1041.96
25. Agencles (15)	986.98	-1.1	13.37	6.24	9.27	32.16	986.98	986.98	986.98	32.00	986.98	986.98	1041.96	986.98	1041.96	986.98	1041.96
26. Chemicals (24)	986.98	-1.1	13.37	6.24	9.27	32.16	986.98	986.98	986.98	32.00	986.98	986.98	1041.96	986.98	1041.96	986.98	1041.96
27. Conglomerates (14)	986.98	-1.1	13.37	6.24	9.27	32.16	986.98	986.98	986.98	32.00	986.98	986.98	1041.96	986.98	1041.96	986.98	1041.96
28. Conglomerates (14)	986.98	-1.1	13.37	6.24	9.27	32.16	986.98	986.98	986.98	32.00	986.98	986.98	1041.96	986.98	1041.96	986.98	1041.96
29. Food (14)	986.98	-1.1	13.37	6.24	9.27	32.16	986.98	986.98	986.98	32.00	986.98	986.98	1041.96	986.98	1041.96	986.98	1041.96
30. Insurance & Networks (3)	1040.17	-1.5	12.58	5.32	10.35	26.09	1024.05	1024.05	1024.05	32.00	1024.05	1024.05	1181.50	1024.05	1181.50	1024.05	1181.50
31. Transport (14)	1943.08	-1.6	14.93	6.97	7.39	68.12	1975.11	1984.90	1984.90	32.00	1984.90	1984.90	2345.81	1984.90	2345.81	1984.90	2345.81
32. Water (10)	1943.08	-1.6	14.93	6.97	7.39	68.12	1975.11	1984.90	1984.90	32.00	1984.90	1984.90	2345.81	1984.90	2345.81	1984.90	2345.81
33. Water (10)	1943.08	-1.6	14.93	6.97	7.39	68.12	1975.11	1984.90	1984.90	32.00	1984.90	1984.90	2345.81	1984.90	2345.81	1984.90	2345.81
34. Miscellaneous (26)	1500.58	-0.5	14.08	5.50	9.83	32.81	1500.26	1500.26	1500.26	32.00	1500.26	1500.26	1791.42	1500.26	1791.42	1500.26	1791.42
35. Miscellaneous (26)	1500.58	-0.5	14.08	5.50	9.83	32.81	1500.26	1500.26	1500.26	32.00	1500.26	1500.26	1791.42	1500.26	1791.42	1500.26	1791.42
36. Miscellaneous (26)	1500.58	-0.5	14.08	5.50	9.83	32.81	1500.26	1500.26	1500.26	32.00	1500.26	1500.26	1791.42	1500.26	1791.42	1500.26	1791.42
37. Miscellaneous (26)	1500.58	-0.5	14.08	5.50	9.83	32.81	1500.26	1500.26	1500.26	32.00	1500.26	1500.26	1791.42	1500.26	1791.42	1500.26	1791.42
38. Miscellaneous (26)	1500.58	-0.5	14.08	5.50	9.83	32.81	1500.26	1500.26	1500.26	32.00	1500.26	1500.26	1791.42	1500.26	1791.42	1500.26	1791.42
39. INDUSTRIAL GROUP (479)	981.56	-2.2	9.81	4.48	13.51	85.44	977.52	977.52	977.52	32.00	977.52	977.52	1214.62	977.52	1214.62	977.52	1214.62
40. Industrial Group (479)	981.56	-2.2	9.81	4.48	13.51	85.44	977.52	977.52	977.52	32.00	977.52	977.52	1214.62	977.52	1214.62	977.52	1214.62
41. Oil & Gas (21)	627.92	-0.7	12.06	5.49	10.26	37.07	628.29	628.29	628.29	32.00	628.29	628.29	741.95	628.29	741.95	628.29	741.95
42. Oil & Gas (21)	627.92	-0.7	12.06	5.49	10.26	37.07	628.29	628.29	628.29	32.00	628.29	628.29	741.95	628.29	741.95	628.29	741.95
43. 500 SHARE INDEX (500)	665.47	-1.3	-	7.26	-	32.89	664.39	657.79	610.44	32.00	657.79	657.79	739.00	657.79	739.00	657.79	739.00
44. FINANCIAL GROUP (163)	681.28	-1.8	24.01	8.64	5.45	42.82	681.11	685.51	703.51	32.00	685.51	685.51	734.16	685.51	734.16	685.51	734.16
45. Financial Group (163)	681.28	-1.8	24.01	8.64	5.45	42.82	681.11	685.51	703.51	32.00	685.51	685.51	734.16	685.51	734.16	685.51	734.16
46. Banks (9)	1232.39	-1.9	-	6.23	-	55.82	1236.37	1245.85	1265.75	32.00	1245.85	1245.85	1329.76	1245.85	1329.76	1245.85	1329.76
47. Insurance (Life) (7)	1232.39	-1.9	-	6.23	-	55.82	1236.37	1245.85	1265.75	32.00	1245.85	1245.85	1329.76	1245.85	1329.76	1245.85	1329.76
48. Insurance (Composite) (6)	554.98	-2.0	-	7.30	-	41.94	552.60	552.60	552.60	32.00	552.60	552.60	628.36	552.60	628.36	552.60	628.36
49. Insurance (Life) (7)	554.98	-2.0	-	7.30	-	41.94	552.60	552.60	552.60	32.00	552.60	552.60	628.36	552.60	628.36	552.60	628.36
50. Insurance (Composite) (6)	554.98	-2.0	-	7.30	-	41.94	552.60	552.60	552.60	32.00	552.60	552.60	628.36	552.60	628.36	552.60	628.36
51. Insurance (Life) (7)	554.98	-2.0	-	7.30	-	41.94	552.60	552.60	552.60	32.00	552.60	552.60	628.36	552.60	628.36	552.60	628.36
52. Insurance (Composite) (6)	554.98	-2.0	-	7.30	-	41.94	552.60	552.60	552.60	32.00	552.60	552.60	628.36	552.60	628.36	552.60	628.36
53. Insurance (Life) (7)	554.98	-2.0	-	7.30	-	41.94	552.60	552.60	552.60	32.00	552.60	552.60	628.36	552.60	628.36	552.60	628.36
54. Insurance (Composite) (6)	554.98	-2.0	-	7.30	-	41.94	552.60	552.60	552.60	32.00	552.60	552.60	628.36	552.60	628.36	552.60	628.36
55. Insurance (Life) (7)	554.98	-2.0	-	7.30	-	41.94	552.60	552.60	552.60	32.00	552.60	552.60	628.36	552.60	628.36	552.60	628.36
56. Insurance (Composite) (6)	554.98	-2.0	-	7.30	-	41.94	552.60	552.60	552.60	32.00	552.60	552.60	628.36	552.60	628.36	552.60	628.36
57. Insurance (Life) (7)	554.98	-2.0	-	7.30	-	41.94	552.60	552.60	552.60	32.00	552.60	552.60	628.36	552.60	628.36	552.60	628.36
58. Insurance (Composite) (6)	554.98	-2.0	-	7.30	-	41.94	552.60	552.60	552.60	32.00	552.60	552.60	628.36	552.60	628.36	552.60	628.36
59. Insurance (Life) (7)	554.98	-2.0	-	7.30	-	41.94	552.60	552.60	552.60	32.00	552.60	552.60	628.36	552.60	628.36	552.60	628.36
60. Insurance (Composite) (6)	554.98	-2.0	-	7.30	-	41.94	552.60	552.60	552.60	32.00	552.60	552.60	628.36	552.60	628.36	552.60	628.36
61. Insurance (Life) (7)	554.98	-2.0	-	7.30	-	41.94	552.60	552.60	552.60	32.00	552.60	552.60	628.36	552.60	628.36	552.60	628.36
62. Insurance (Composite) (6)	554.98	-2.0	-	7.30	-	41.94</											



## UK COMPANY NEWS

# Westbury dives to £5m and acts to control debt

By Richard Gourlay

WESTBURY, the Cheltenham-based housebuilder, saw profits tumble in the six months to August 31 in the face of the toughest trading conditions in its history.

Taxable profits fell from £18.2m to £5.1m, but the interim dividend is maintained at 3.25p.

House sales increased marginally to 1,110 units, but at the cost of cutting operating profit margins to 10.6 per cent from the near record levels of 23.3 per cent in the comparable period.

Mr Richard Fraser, chairman, said the company was concentrating on maintaining sales volumes and keeping the balance sheet in order, a strategy that had worked in previous housing downturns.

Gearing through the period was almost unchanged at 50 per cent on debt marginally higher at £53.7m, but interest cover dropped from 6 times to 2.2 times.

Westbury has been running down the stock of land with planning permission in its land bank to control debt.

Each house sale not matched by a replenishment of the land bank spins off an average of £16,000 in cash which can be used to repay debt.

The land bank fell by 200 plots to 7,200 and is expected to be below 7,000 by the financial year-end.

However, the company has maintained sales discounts at £3,500 per unit, placing extra strain on margins as house prices have fallen on average by 10 per cent.

The company has helped maintain sales by selling more

smaller houses in the two to three bedroom first-time-buyer range. The average house sale price fell from £77,217 to £66,682 in the period.

The erosion of profits follows two years when operating margins were above 20 per cent.

Mr Fraser said sales had increased encouragingly in the last three weeks as buyers had emerged in anticipation of further interest rate cuts which might curtail sales incentives. Westbury had also been able to keep the costs of its raw materials low because of softness in the building market.

While land prices had bottomed out, he said, they were unlikely to move up again for some time. Any rise in land prices would probably need further falls in interest rates.

## COMMENT

If further proof were needed of the awful state of the house-building market, Westbury is it. In spite of running down its land bank, thereby spinning off cash, operating margins are being so tightly squeezed that the company has struggled to keep debt at its previous levels.

Although interest cover has fallen to a little over two times, Westbury is by no means the worst in its sector. Most importantly it has succeeded in the crucial respect of maintaining sales volume, albeit at a cost of higher percentage unit discounts. It will nevertheless do well to repeat pre-tax profits in the second half. If it does, it will generate earnings per share of 13.5p and lead to a prospective multiple of 13.1.

## BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. Such meetings are usually held for the purpose of considering dividends. Official indications are not available as to whether the dividends are interim or final and the subdivisions shown below are based mainly on last year's final results.

**TODAY**  
Midland: CFT Emerging Asia Trust, London & Edinburgh Trust, Frowling, Utton & Southern.

**FUTURE DATES**  
Interim: ACT Nov. 14  
Ambridge Int'l Trust Nov. 13  
BET Nov. 12  
British Int'l Trust Nov. 8

# Allied Irish withdraws \$217m US bank bid

By David Lascelles, Banking Editor

ALLIED IRISH Banks, one of the big two Irish banks, withdrew its \$217m (£112m) bid for Baltimore Bancorp yesterday, further underlining the parlous state of the US banking industry.

AIB launched the unsolicited bid last April through First Maryland Bancorp (FMB), its existing US subsidiary, in order to strengthen its position in the East Coast banking market. The bank's offer was worth \$17 per share, well above the \$10.25 at which Baltimore Bancorp was then trading.

However, the shares have since fallen to about \$5, reflecting the severe downturn which has hit the local banking market, mainly because of losses on real estate loans.

Mr Jeremiah Casey, chairman of FMB, said that "having regard to changes that have arisen in the marketplace over the past six months, we believe our cash offer of \$17 per share is no longer appropriate".

The bid was conditional upon a review of Baltimore Bancorp's accounts. But it had also received a frosty reception from Baltimore Bancorp's board, which accused FMB of trying "to create a hostile atmosphere" and putting pressure on the directors.

Mr Casey stressed that FMB was still interested in acquiring banking business in the Maryland market, and that if Baltimore Bancorp wanted to explore an affiliation at a future date, FMB would be open to discussions.

AIB's withdrawal reflects the much more cautious approach now being taken by foreign banks to the US market. Nationwide has temporarily shelved acquisition plans there following large losses at its existing operation in the New York/New Jersey market.

However Royal Bank of Scotland said last night that it still hoped to conclude a deal to buy Bank Worcester, a bank in New England, by the end of this year. The Royal, which already owns Citizens Bank of Rhode Island, recently acquired the branches and assets of another local bank.

See Lex

# Polly Peck administrator talks with Turkish officials

By David Barchard in Istanbul

MR RICHARD STONE, one of three administrators appointed last week to Polly Peck International, was reported yesterday to have held talks with Turkish Treasury officials.

However, the exact whereabouts of Mr Stone, a partner with accountancy firm Coopers & Lybrand Deloitte, were not clear last night.

Officials at the British Embassy in Ankara said they had not been kept informed of

Mr Stone's movements.

Mr Stone is accompanied in Turkey by three colleagues including Mr Mark Hewitt, a solicitor. The administrators are thought to be exploring the legal issues involved in dealing with Polly Peck's Turkish subsidiaries.

Mr David Tonge, a British consultant working in Istanbul, yesterday warned that it might prove difficult to get British legal rulings enforced in the Turkish courts.

"The Turkish Commercial Code and related legislation was not designed to handle this type of eventuality but to protect Turkish assets against foreign control," he said.

One change which may give heart to Mr Nadir is that Turkish public opinion in Turkey, until now hostile or indifferent to him and the collapse of his industrial empire, shows signs of turning in his favour.

Press coverage of Polly Peck's affairs, which was very subdued until recently - possibly because Mr Nadir was viewed as a close ally of President Turgut Ozal by the opposition press - has become more favourable.

Yesterday Mr Sakip Sabanci, one of Turkey's two main industrialists and a powerful opinion-former, broke his silence on the issue to say that Mr Nadir had been "much put upon".

Meanwhile, Mr Nadir's operations in Turkey still appear to be functioning more or less normally, although some of the companies he owns personally seem to be selling real estate in an effort to raise cash.

Market sources said last night that Günaydin, the mass circulation daily owned by Mr Nadir, had sold real estate worth TL1.5bn (£280,000) to Milliyyet, another daily paper, for cash.

# Natural justice meets the fight on corporate crime

Robert Rice and Raymond Hughes consider Asil Nadir's action against the SFO

JUST SEVEN weeks after taking over as director of the Serious Fraud Office, Mrs Barbara Mills QC, faces the prospect of having to defend in court the way her office treats people suspected of serious fraud.

Yesterday's decision by two judges in the High Court that Mr Asil Nadir, chairman of Polly Peck International, had an arguable case that he was treated unfairly at an interview with the SFO will set in motion the first real challenge to the draconian powers given to the SFO to investigate and prosecute serious fraud.

A victory for Mr Nadir, the SFO will argue, could be a serious setback for the government in its fight against white collar crime.

At the core of the case will be the question whether the SFO must show its hand at an early stage of an investigation.

The 1987 Criminal Justice Act gives the SFO power to compel anyone to answer its questions without any apparent obligation to explain what lies behind them.

In normal criminal investigations suspects will know what it is they stand accused. Although the government has announced its intention to abolish the suspect's right to silence, this safeguard for suspects remains for the moment. If the police refuse to tell a suspect what it is he is accused of, the suspect can legitimately refuse to co-operate.

In the case of white collar crime a different approach is taken reflecting the Government's determination to stamp out City malpractice.

When the Roskill Committee

looked at the prosecution and investigation of fraud in the early 1980s it quickly identified the suspect's right to silence as a serious impediment to the successful prosecution of white collar crime.

The complexity of many fraud cases was such that if the suspect was entitled to refuse to answer questions or to co-operate with an investigation the chances of a successful prosecution were remote.

Furthermore if suspects knew precisely what it was they were suspected of what was being investigated, they could easily destroy or tamper with evidence vital to a successful prosecution.

Roskill recommended that not only should the suspect's right to silence in serious fraud cases be abolished but that if suspects refused, without reasonable excuse, to co-operate with an investigation they should be fined or jailed. The government needed little further persuasion to act.

The 1987 Act, which set up the SFO, empowered the director to investigate "any suspected offence which appears to him on reasonable grounds to involve serious or complex fraud".

Section 2 of the Act provides that the director may require a person whose affairs are to be investigated, or any other person "whom he has reason to believe has relevant information", to answer questions and produce documents.

The Act provides that anyone who "without reasonable excuse" fails to comply with a section 2 requirement "shall be guilty of an offence" and liable to a jail sentence up to six months or a fine not exceeding £2,000, or both.

A two-year jail sentence or a fine can be the penalty under the Act for knowingly or recklessly making a false or misleading statement.

IF YOU HAVE INVESTED IN  
**Polly Peck**  
COLLECT £500.00 FROM THE BANK

Don't get your hopes up, shareholders, it's only a game. Writes Clay Harris. Whatever happens to Polly Peck International in real life, its name will live on many a party. Investor, a board game being launched in time for the Christmas season, features Polly Peck on one of the prime corner spots, for which the manufacturer is seeking a £5,500 sponsorship fee. Unlike Monopoly, which the game superficially resembles with its "venture" and "facts" cards, most of which involve paying money to banks, players do not move around the board. This may be just as well, because now no one will be able to state for certain whether the Polly Peck square is in the position of "go to jail" or "pass go and collect £200m, if you can, from Cyprus."

leading statement to the SFO, while the falsification, concealment or destruction of a relevant document can result in a seven-year sentence.

Similar powers of compulsion are given to Department of Trade and Industry inspectors by the 1985 Companies Act. DTI inspectors can report to the court anyone refusing to co-operate with them. The court can treat the refusal as a contempt of court, carrying the maximum penalty of a two-year jail sentence.

The 1986 Financial Services Act also provides for a six month jail sentence or a £2,000 fine or both being imposed on anyone who "without reasonable excuse" refuses to co-operate in an investigation of an investment business.

The same Act provides for contempt of court penalties against anyone who refuses to

answer questions from inspectors investigating suspected insider dealing.

The SFO's defence of its position will therefore be that if it is made to tell Mr Nadir which areas of his business affairs it is investigating it would set a precedent which would allow other suspects in fraud investigations to destroy or tamper with vital evidence.

This, it will argue, would set the fight against corporate crime back ten years at a time when it appears it may be beginning to get the upper hand.

Mr Nadir, however, is not concerned with the broader fight against corporate crime. His argument will be that the rules of natural justice require that he should be told of what it is he stands accused not only so that he can defend himself but also so that he can co-operate



Barbara Mills: having to defend the SFO's procedures

ate with the SFO in clearing up what, in his view, is clearly a mistake.

In the wider context his argument could be interpreted as saying that in this type of case the SFO should put up or shut up. It should not be allowed to go on a fishing expedition through a company's affairs, particularly when public knowledge of an SFO investigation can have such potentially disastrous consequences for a public company which finds itself under investigation.

Lord Justice Taylor and Mr Justice Morland, without giving him any cause for great optimism that his argument will win the day, were at least prepared yesterday to concede that he may have a point.

# Difficult trading leaves Daks Simpson at £4m

By Richard Gourlay

DAKS SIMPSON, the tailor and clothier, yesterday reported a 21 per cent fall in pre-tax profits from £5.3m to £4.16m in a year which the chairman described as the most difficult period of trading in a decade.

The figure was in line with Leigh's forecast at the time of the £33m agreed bid for Hughes.

About half the profits advance was due to contributions from acquisitions, in particular Clay Colliery Company, the coal and clay extraction group purchased last December for a maximum of £17m in shares.

Earnings per share rose a more modest 22 per cent to 8.9p (7.3p).

The company said the termination would leave the company free to expand its product range.

Turnover rose from £63.72m to £69.62m.

In spite of the profits drop, the board recommended an increase in the final dividend from 7.95p to 8.25p, bringing the total for the year to 11.75p, an increase of 7.3 per cent.

"I consider that a tangible demonstration of our belief in the future is required as the underlying trends are encouraging," Mr Johnny Mengers, chairman, said in explaining the dividend increase.

A separate extraordinary provision of £815,000 was also necessary to cover costs of closing the Daks women'swear factory in Nottingham, which proved more

expensive than earlier estimates.

Operations were also hit by the fall of the Japanese yen against sterling and a lack of snow throughout the world which hit profitability at its Austrian ski-wear subsidiary.

Daks' main contract division continued to grow with sales to Marks and Spencer, Mr Mengers said.

# NORTHUMBRIAN WATER

(Lessee)

£50,000,000

Finance Leasing Facility for  
Water and Sewage Treatment Plant and Equipment

provided by

RoyScot Corporate Leasing

A member of The Royal Bank of Scotland Group

(Lessor)

The undersigned arranged this transaction and acted as advisor to Northumbrian Water

BABCOCK &amp; BROWN

October 1990

Member of TSA

# Leigh doubles to £6.7m

By Andrew Hill

LEIGH INTERESTS, which merged with fellow waste management company HT Hughes in September, nearly doubled pre-tax profits from £3.48m to £5.72m in the half-year to September 30.

The figure was in line with Leigh's forecast at the time of the £33m agreed bid for Hughes.

About half the profits advance was due to contributions from acquisitions, in particular Clay Colliery Company, the coal and clay extraction group purchased last December for a maximum of £17m in shares.

Earnings per share rose a more modest 22 per cent to 8.9p (7.3p).

Mr Arthur Kent, finance director, said the group would now concentrate on organic growth.

"While we are on the lookout for opportunities, there are none we can see immediately and in the meantime we are enthusiastically integrating what we have already got," he said yesterday, adding that the waste industry was still growing in spite of the poor economic climate.

Sales in the first half rose from £30.4m to £46.3m. The interim dividend is increased to 2.4p (2.22p).

Mr Kent pointed out that the group was unpegged even after taking on £7m of debt with the Hughes acquisition.

# Eurotunnel rights details today

By Andrew Hill

Eurotunnel is expected to announce details of its £500m rights issue today.

The bank financing was completed earlier this week and the group, which announced the first break-

through beneath the Channel on Tuesday, needs the additional cash to complete the project.

The cost of the fixed link has risen from £4.8bn to more than £7.5bn since November 1987.

## DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corresponding dividend	Total for year	Total last year
BMSS	2p	Nov 30	1.875	-	4.38
British Borneo	8	Dec 14	8	-	24
Burtonwood Brew	0.7	-	0.7	-	3.98
Centenary Trust	nil	-	-	-	3
Daks Simpson	8.25	-	7.95	11.75	10.5
Fleming Japanese	0.75	-	0.75	0.75	0.75
Kalamazoo	1	-	nil	1	nil
Keystone Inv	9	-	7	13	10
Mit Computer	0.725	-	1.65	3	2.45
Railton Int'l	0.725	-	0.725	-	2
Smart (J)	5.25	Dec 17	4.65	7.2	6.4
Thames Water	3.25	Jan 10	3.25	-	9
Westbury	nil	-	0.5	-	2.5

Dividends shown penny per share net except where otherwise stated. \*Equivalent after allowing for scrip issue. †On capital increased by rights and/or acquisition issues. \$USM stock. ‡Corrected.



**Eurotunnel P.L.C.**  
Registered Office: Victoria Plaza, 111 Buckingham Palace Road, London SW1W 0ST.  
Registered in England No. 1960271

**Eurotunnel S.A.**  
Société anonyme au capital de FRF 3.323.917.900  
Registered Office: Tour Franklin, 100 Terrasse Boileau, Puteaux Cedex 11, 92081 Paris La Défense.  
Registered in Nanterre No. RCS B 334 192 408

**Temporary Suspension of Rights To Convert From Units In Bearer Form Or Registered Form**

This notice is given in connection with the Eurotunnel rights issue to holders of Units in registered form, to holders of Units in bearer form, and for information only, to holders of warrants.

The Board of Directors of Eurotunnel P.L.C. ("EPLC") has amended the terms governing the issue of share warrants to bearer adopted by the Board of Directors of EPLC on 13 November 1987 (as amended), so as to permit the suspension of shareholders' rights to convert shares of EPLC comprised in Units in registered form to bearer form (and vice versa) and has suspended such conversion rights until and including 11 November 1990. Pursuant to the authority granted to them by the shareholders of EPLC on 27 June 1990 the Board of Directors of Eurotunnel S.A. ("ESA") has also suspended shareholders' rights to convert shares of ESA comprised in Units in registered form to bearer form (and vice versa) and has suspended such conversion rights until and including 11 November 1990.

The suspension of conversion rights applies to (i) all applications lodged by holders of Units in registered form with National Westminster Bank PLC after 3.00 p.m. (London time) on 30 October 1990 and before 12 November 1990 and (ii) all applications lodged by holders of Units in bearer form with Banque Indosuez after 4.00 p.m. (Paris time) (3.00 p.m. (London time)) on 30 October 1990 and before 12 November 1990.

Accordingly, (i) holders of Units in registered form will not be able to obtain a bearer certificate or certificate in respect of the Units concerned (or to have those Units deposited with an affiliate of La Société Interprofessionnelle pour la Compagnie des Valeurs Mobilières ("SICOVAM")) and (ii) holders of Units in bearer form will not be able to have their name entered on the registers of members of EPLC and ESA or to receive a registered certificate in respect of the Units concerned before 12 November 1990.

By Order of the Board  
D.S. Hogg, Secretary  
Eurotunnel P.L.C.

The Board of Directors,  
Eurotunnel P.L.C.

2 November 1990

# Temple Court Mortgages (No. 1) PLC

£175,000,000

Mortgage Backed Floating Rate Notes 2029

The rate of interest for the period 31st October, 1990 to 31st January, 1991 has been fixed at 13.89583 per cent. per annum. Coupon No. 4 will therefore be payable on 31st January, 1991 at £350.25 per coupon.

S. G. Warburg &amp; Co. Ltd.

Agent Bank



## UK COMPANY NEWS

# Examiner's survival plan expected to need beefing up

Continental banks may prefer to liquidate Goodman International. Kieran Cooke reports

THE JUDGE at Dublin's High Court looked bemused as he contemplated the numerous volumes of literature before him. "What am I to do with all this?" he asked.

This week Mr Peter Fitzpatrick, the Examiner appointed to assess the viability of Goodman International, finished his report on the group and 60 companies associated with Europe's biggest beef processor and exporter, which is privately controlled by Mr Larry Goodman.

The biggest business débacle in the history of the Irish state has been a complex affair. The judge, the group and the 60 banks owed a total of £165m (£500m), of which £147m is unsecured and the balance guaranteed by Goodman, are now faced with wading through pages of figures and explanations.

Details of Mr Fitzpatrick's report on one of Ireland's biggest companies have not been released to the public. But overall the report recommends rescuing the core meat slaughtering, processing and export-

ing business of the group as the lesser of two evils. Liquidation, says Mr Fitzpatrick, is "so awful that it automatically leads one to the more favourable one, in my view, of a workout proposal".

According to Mr Fitzpatrick, if Goodman was liquidated, creditors could only expect to be paid between 25p and 30p in the pound over a number of years. In addition it would mean that the £180m in bank guarantees and bonds would be brought into play to pay preferential creditors.

Under Irish companies legislation, rushed through the Dublin parliament at the end of August at the time Goodman International's problems became known, Mr Fitzpatrick has until December 29 to reach agreement with creditors. That would require a majority of banks involved, collectively representing more than 50 per cent of the debt owed, voting for a rescue package.

Early indications of Mr Fitzpatrick being able to achieve this are not encouraging. A number of continental

banks, including Westdeutsche Landesbank and Commerzbank of Germany and ABN and AMRO of the Netherlands, are involved in legal proceedings in the Irish courts concerning their loans.

They are among the largest creditors and have made clear their anger about the way they feel they were misled by Goodman International. They are particularly unhappy about the manner in which funds lent for working capital were instead used for unrelated activities, including large scale purchases of shares on the London market.

At least one bank, with outstanding loans of more than £50m, has made it clear in clear that it wants liquidation. Some continental banks may be able to gain tax breaks if liquidation is pursued.

There is scepticism about substantial sections of Mr Fitzpatrick's rescue plan. One half of the plan involves satisfying 50 per cent of outstanding group debt by the sale of assets and converting an element of bank debt into term loans, to be secured against

group assets. Mr Fitzpatrick has calculated that the sale of Goodman assets unconnected with the core business could raise more than £130m. These include cash from the sale of an 8 per cent holding held by Mr Goodman in Unigate, the food group, the group jet, property interests and cash from the sale of Mr Goodman's 68 per cent stake in Food Industries.

Mr Goodman's 13 per cent stake in Beristoff International, the commodities conglomerate, will not, at the present share price, generate any funds.

The banks are finding the second half of the Fitzpatrick plan more difficult to swallow. The remaining 50 per cent of Goodman debt, amounting to £125m, would be covered either by payment of an £167.7m debt owed by Iraq to Goodman, and/or by the successful outcome of court proceedings taken by Goodman International against the Irish government.

Mr Fitzpatrick has made it clear that if this part of the plan fails, then liquidation is

inevitable. He has made proposals to the banks in regard to the Iraqi debt which include the possible conversion of bank loans equivalent to the amount of debt into a form of share capital, capable of being redeemed if the debt is repaid, or converted into ordinary equity if not.

Given the present circumstances in the Gulf many bankers view these proposals as unrealistic. Some also might regard taking share capital in Goodman as more of a liability than an asset.

There is also scepticism about the chances of Goodman winning its court case against the government. The action relates to an official decision late last year to withdraw state insurance covering Goodman beef exports to Iraq following the discovery of what were described as statistical discrepancies.

Mr Fitzpatrick has said that his proposals are no more than an "opening shot" and that much hard bargaining is yet to come. Mr Goodman himself has welcomed the report and believes a solution is achievable.



Larry Goodman: believes solution is achievable

After the events of the last few months many bankers might not be predisposed to agree with Mr Goodman.

## Bizarre loan trail ending in Cyprus

By Kieran Cooke in Dublin and Kerin Hope in Athens

ONE OF the more bizarre aspects of recent events surrounding Goodman International is an amount of money, variously described as being between £20m and £25m, in an account in Cyprus.

In August Mr Larry Goodman, chairman of Goodman International, told bankers that his company had a "special" debt to a private individual. He believed his company had been defrauded of a substantial part of the money, estimated at more than £20m, and that the Irish fraud squad was investigating.

Subsequently it was learnt the money had been lent by a Goodman company, ABP Holdings, via a Dublin financial services company, to a Tipperary farmer.

Mr Goodman had raised the money to make the loan through Barclays Bank Dublin. The money was lent by Barclays in the belief that Mercantile Credit, its Irish subsidiary, was providing a guarantee supported by a deposit from a third party. The

deposit never materialised. The money made its way via the Channel Islands to the account of a London financial services company run by a brother and sister who list their occupations as chauffeur and dressmaker. The money then went to Luxembourg, supposedly eventually destined for South Africa and the account of a man involved in the manufacture of insulin.

However, the money was transferred to the account of an import/export company in Cyprus. Mr Goodman is taking legal action in Cyprus to recover the money. The South African is contesting ownership of the money, which has been frozen by a Cyprus court.

In his report this week on Goodman International Mr Peter Fitzpatrick, the Examiner appointed to assess the company's viability, said that he was concerned about the Cyprus transaction and was making inquiries under sections of Irish company law dealing with fraudulent or reckless trading.

## Howden warns on profits after contractual dispute

By Andrew Bolger

HOWDEN Group, the Glasgow-based engineering group, has warned that its profits for the year to April 30 will be very severely affected by a contractual dispute.

The warning was issued minutes after the market closed with Howden shares at 72p, down 1p. Howden recently announced 500 redundancies at its Renfrew plant.

Howden said the dispute was over a £4m contract to supply four tunnelling machines to MT Group, a European and American consortium, to complete the Great Belt Project link between the west and east of Denmark.

The Scottish group said it had lodged claims against MT Group for extra costs and delays. MT Group intended to lodge counter-claims and it now seemed likely that the

matter would be referred to arbitration, which could take up to two years to complete.

Howden and MT group have agreed joint work completion programmes which said all four machines would be ready by Christmas. The first of them had begun operations.

Howden said the delays and extra costs incurred in completing the Great Belt contract had resulted in higher than forecast borrowings, but it was expected that the amount outstanding would be reduced considerably during the next three months.

The group said its borrowings would not be significantly higher next April than the £48m level at the end of the last financial year. Howden made pre-tax profits of £17.1m on turnover of £315.3m in the year to April 31.

## Calculating risk in playing poker for a television monopoly

Raymond Snoddy looks at the players poised to make their moves in the upcoming ITV franchise round

A STRANGE poker game has been played for the past few months by those who would like to acquire a stake in, or try to take over, a major ITV company before the coming round of competitive tenders for franchises gets underway.

Powerful media players have been at the table, or watching nearby, but no one has been willing to commit themselves to playing a single card.

So it is that 56 per cent of Thames Television, the largest ITV company, has been on the market since March but has not yet formally found any takers. This is in spite of rumours that all the heavyweight media hitters of continental Europe — from CLT of Luxembourg to Bertelsmann of Germany and Silvio Berlusconi of Italy — have at one time taken a look.

So far there has been no rush of buyers either for Mr Robert Maxwell's 20 per cent stake in Central, the second largest ITV company. Perhaps most surprising of all is that no one has tried to take over TVS Entertainment, holder of the lucrative

southern England franchise and owner of MTM, the US television production company.

There have been rumours of several potential predators but none has revealed its hand. The share price has been stable around 56p for the past three weeks.

due in part the financial disappointments at MTM. At their height the shares reached 345p. At first glance the immobility of the potential players — including companies such as Mr Michael Green's Carlton Communications, Mr Richard Branson's Virgin and, possibly, the Rank Organisation — is difficult to understand.

Amendments to the Broadcasting Bill which received the Royal Assent yesterday have at least tipped the balance in the direction of the incumbent companies. In the main, the new franchises will go to the highest bidder, although the programme obligations will be demanding and a bid offering exceptional quality could win over a higher cash bid.

However, until now wary a hand has moved while everyone tries to keep all options open as long as possible.

"There is so much uncertainty. How do you value one of these stakes?" asks Mr Leslie Hill, managing director of Central.

One reason for the log-jam is the fact that buyers only want to pay the break-up value of the TV franchises. Sellers are looking for a hefty premium on the grounds that they have a better-than-average chance of winning what in effect is a 20-year franchise (renewal of the first 10-year licence is virtually automatic).

However, the poker players will have to make up their minds quite quickly on whether they are going to play now, bid for a licence in April, or wait even longer until January 1 1994 when it will be possible for the first time to take over commercial broadcasters on the Stock Exchange.

Soon after the Royal Assent has been obtained, the Independent Television Commission will announce a "window of opportunity" for restructuring ITV companies in advance of the bidding round. The main season for takeovers will run from November to April, but it is believed that takeover activity will be possible even after that, as long as it does not result in fundamental changes in the nature of the bid or the management team named in it.

Despite the great uncertainty a flurry of activity is likely to begin very soon.

One clear possibility is that Carlton, which would like to buy Thames but doesn't like the price, could instead become a white knight for Mr James Gifford, the TVS chief executive. The price is most definitely right and Mr Green could help to pull off a difficult trick — TVS retaining its franchise.

The activity could even include buyers for the 56 per cent Thames stake owned by Thorn EMI and BET, although,

per share was 0.04p (0.05p earnings).

**Disruption to trading checks VTR**

A marginal increase in pre-tax profits was announced by VTR, the USM-quoted video editing and audio-visual house, for the year to August 31.

Turnover was up 26 per cent to £55.5m (£43.9m) but the rise in profits was just 2.2 per cent to £1.28m (£1.25m).

Mr Philip Lovegrove, chairman, said that profits were affected by some disruption to trading caused by the transfer of equipment to new premises and a compensation payment to a former director of The AV Department.

The dividend is raised from 3p to 3.3p on basic earnings of 10.6p (11p).

**Bertam shows fall to £338,000**

Bertam Holdings, the investment holding company with interests primarily in west Malaysia, announced a fall, from £560,000 to £338,000, in pre-tax profits for the first half of 1990.

Turnover amounted to £496,000 (£601,000). Earnings per share came through at 1.15p (1.97p) after tax of £109,000 (£166,000).

An extraordinary £262,000 credit represented the surplus arising from the compulsory acquisition of land and the disposal of property by a related company.

**Reduced deficit at Blackland Oil**

Blackland Oil, the Third Market-traded independent oil and gas company, reduced taxable losses from £173,592 to £27,644 in the first half of 1990. Gross sales totalled £30,728, against £1,505. The loss per share was 0.65p (2.45p).

The company said that production started from Whisky in June, though the considerable impact this would have was not reflected in the results.

**Spinning leaves Shiloh lower**

A difficult half year by its spinning offshoot left pre-tax profits at Shiloh lower at £202,000, against £510,000.

The Oldham-based company said that it was under pressure from cheap subsidised imports. Turnover in the six months to October 6 was higher at £3.17m (£2.7m). Earnings per share were 3.5p (5.86p) and the interim dividend is raised to 3.375p (0.875p) including a special payment of 2.5p.

There was a net extraordinary profit on sale of land of £1.46m.

if the continental Europeans now negotiating for the stake do not follow through before the end of the year, it is likely that Thorn and BET will have to withdraw their stake from the market.

If that happens and the two reluctant investors in televi-

son have, out of necessity, to be part of a Thames bid for a new franchise, Mr George Russell, TVC chairman, will insist that both give undertakings that they will stay in at least until 1994.

Watch carefully. The first card could be played within days.

Watch carefully. The first card could be played within days.

Watch carefully. The first card could be played within days.

Watch carefully. The first card could be played within days.

Watch carefully. The first card could be played within days.

Watch carefully. The first card could be played within days.

**MAES Funding No. 2 PLC**

£300,000,000  
Marketed and Backed  
Floating Rate Notes due 2017

Notice is hereby given that a Principal Payment of £7,200 in respect of each Note will be made on 8th November, 1990 resulting in a Principal Amount Outstanding of each Note of £61,400 for the following Interest Period.

Subsequent to the Principal Payment the Pool Factor will be 0-6140.

MAES Funding No. 2 PLC  
30th October, 1990

## Growth at J Smart continues

PRE-TAX profits continued rising at J Smart & Co (Contractors) in the year to the end of July. The Edinburgh-based company reported a 20 per cent advance to £3.76m, against £3.14m last time, which included an exceptional profit of £425,000.

The result was achieved on turnover up from £12.95m to £16.48m, an increase of 27 per cent. After tax of £1.28m (£1.05m) earnings per share came out at 24.58p (20.74p).

The directors are recommending a final dividend of 5.25p making a total for the year of 7.2p (6.4p). The share rose 2p to 158p in a falling market.

## Exceptionals raise losses at Barlo

Exceptional charges amounting to £194,000 increased losses at Barlo Group from £1.19m to £2.09m (£1.9m) in the six months to September 30.

However, the company, which makes radiators at plants in the Irish Republic and Lancashire, said these results were seen as ending a transition period and the second half was expected to show a marked improvement, with a return to profitability in the next financial year.

Rationalisation and reorganisation measures under way included the planned disposals of the Dublin and Luton offices and cutting operating locations from eight to six.

The rights issue and placing in October raised £14.75m and considerably strengthened the

## Yule Catto seeks £14m via disposals

Yule Catto is planning to reduce borrowings via disposals to realise about £475m (£14.3m).

The Yulcat subsidiary is selling its 65 per cent stake in Yule Catto Plantations to the Johor State Economic Development Corporation, owner of the remaining 35 per cent. The agreement values the whole of YCP at about £481.2m (£35m).

In addition, Mengkil Estate, one of YCP's plantations, is being sold to Revertor (Malaysia). Yule Catto owns 70 per cent of the latter company, the rest is held by the Johor corporation.

The agreement is subject to approval of shareholders and regulatory consent in Malaysia.

## Ensign Trust nav drops to 85p

The net asset value of Ensign Trust stood at 85.01p as at September 30, a fall of 24 per cent over the year. Net revenue amounted to £3.95m (£3.88m) and for earnings per share of 1.33p (1.31p).

The recommended final dividend is again 1p for a maintained total of 1.3p. Directors also proposed an interim distribution of 0.3p for the current year.

## Atlantic Resources loss at £419,000

Atlantic Resources reported a pre-tax loss of £419,000 (£278,000) for the six months to June 30 compared with a loss of £2.84m last time although this included an exceptional loss of £12.2m.

Turnover rose from £125,000 to £143,000 reflecting the gradual return to full production capacity of the Claymore field. After tax of £245,000 (£231,000) the loss per share was 0.32p (1.66p).

## Oil prices help Aran return to the black

Against a background of high oil prices Aran Energy returned to profits in its first half with £171,000 (£154,000) pre-tax against a loss of £233,000. The previous period included exceptional costs of £258,000 redundancy and reorganisation costs.

Turnover in the six months to June 30 rose 21 per cent to £13.82m (£11.4m). Earnings per share came through at 0.12p (0.16p).

## Tullow Oil falls into losses of £48,000

Tullow Oil incurred losses in the first half of 1990. The Ireland-based company reported a pre-tax deficit of £48,000 (£43,000). The previous first half saw profits of £141,000.

Turnover for the USM-quoted company was £1465,000 (£1m) after lower other income of £141,400 (£456,500) and gas and oil sales of £1424,000 (£2545,000). The loss

## Commodity prices hit Rowe Evans

Pre-tax profits at Rowe Evans Investments, with interests in rubber, oil palms and cocoa plantations, fell from £1.74m to £290,000 in the six months to June 30, reflecting the continued weakness of palm oil and rubber prices coupled with the strength of sterling.

There was a turnaround from a profit of £271,000 to a loss of £310,000 on exchange. Turnover rose from £1.63m to £1.83m. Earnings were 0.41p (2.93p).

## Bioplan makes £1m in first six months

In its first interim report following its merger with Cooks

# The art of Management Contracting

Kier Management has the whole business of management contracting down to a fine art.

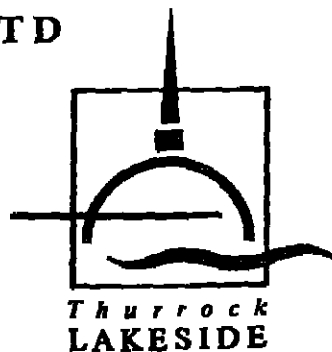
Take their recent shopping centre project at Thurrock Lakeside. This was a £160m fast track construction programme completed within the 25 month schedule.

Now everyone can concentrate on the art of shopping - in time for Christmas.

## KIER MANAGEMENT LTD

Tempsford Hall  
Sandy, Bedfordshire SG19 2BD  
Tel: (0767) 40111  
Telex: 82345 Kier G  
Fax: (0767) 40002

**Beazer**



Thurrock LAKESIDE

## INCREASED PROFITS

Interim Results		
For the half year ended	30/9/90	30/9/89
Net freight & hire	\$900	\$900
Operating & administrative expenses	(5,077)	(4,734)
Trading profit	1,690	1,666
Net interest payable & currency adjustments	(577)	(524)
Profit before tax	1,113	742
Taxation	(28)	-
Profit after tax	1,085	742
Earnings per share in cents	8.68c	5.94c
Earnings per share in pence	4.87p	3.60p

\* Profits up by 46% to \$1.08 million against the comparable period last year.  
\* Investment in new 150,000 ton tanker for delivery in 1993.  
\* Expansion anchored through five year time charters securing income.

The Interim Report will be posted to shareholders on 8th November 1990 and further copies will be available from the Company, Winchester House, 15 Fetter Lane, London EC4A 3EL

## London & Overseas Freighters PLC

### LORRAINE GOLD MINES, LIMITED

Incorporated in the Republic of South Africa  
(Reg. No. 050391/300/0)

Ordinary Dividend for the year ended 30 September 1990

Based on the negative earnings (after capital expenditure) incurred by the Company for the 1990 financial year, and against the current uncertainties relating to the gold price, the Board has decided not to declare a dividend in respect of the year ended 30 September 1990.

By order of the board

Angloval Limited  
Secretaries  
per: K.G. Williams  
30 October 1990  
London Secretaries  
Anglo-Transvaal Trustees Limited  
295 Regent Street  
LONDON, W1R 8ST

Registered Office  
Angloval House  
56 Main Street  
JOHANNESBURG  
2001  
(P.O. Box 62379  
Marshfield, 2107)

Directors: D.J. Crowe, P.J. Easton, J.J. Goldsbury, B.L. Harrow, L. Hewitt, G. Mashe, Cive S. Meneer, I.R. Olivier, S.W. van der Colf, R.A.D. Wilson  
Alternates: J.H.J. Burke, B.J. Farnston, B.J. Lawrence, T.C. Ross, G.J. Robertson, K.A. West.







[illegible]



### INDUSTRIALS (Miscel.)—Contd.

[illegible][illegible][illegible][illegible]

26	Volvo Baronet 500	249		30.7		0.4	
27	430 Volvo Baronet 500	45		4.5		0.7	
28	430 Volvo Baronet 500	45		4.5		0.7	
29	Volvo L400 100	33	1	3.1		0.7	
30	Volvo L400 100	33	1	3.1		0.7	
31	Volvo L400 100	33	1	3.1		0.7	
32	Volvo L400 100	33	1	3.1		0.7	
33	Volvo L400 100	33	1	3.1		0.7	
34	Volvo L400 100	33	1	3.1		0.7	
35	Volvo L400 100	33	1	3.1		0.7	
36	Volvo L400 100	33	1	3.1		0.7	
37	Volvo L400 100	33	1	3.1		0.7	
38	Volvo L400 100	33	1	3.1		0.7	
39	Volvo L400 100	33	1	3.1		0.7	
40	Volvo L400 100	33	1	3.1		0.7	
41	Volvo L400 100	33	1	3.1		0.7	
42	Volvo L400 100	33	1	3.1		0.7	
43	Volvo L400 100	33	1	3.1		0.7	
44	Volvo L400 100	33	1	3.1		0.7	
45	Volvo L400 100	33	1	3.1		0.7	
46	Volvo L400 100	33	1	3.1		0.7	
47	Volvo L400 100	33	1	3.1		0.7	
48	Volvo L400 100	33	1	3.1		0.7	
49	Volvo L400 100	33	1	3.1		0.7	
50	Volvo L400 100	33	1	3.1		0.7	
51	Volvo L400 100	33	1	3.1		0.7	
52	Volvo L400 100	33	1	3.1		0.7	
53	Volvo L400 100	33	1	3.1		0.7	
54	Volvo L400 100	33	1	3.1		0.7	
55	Volvo L400 100	33	1	3.1		0.7	
56	Volvo L400 100	33	1	3.1		0.7	
57	Volvo L400 100	33	1	3.1		0.7	
58	Volvo L400 100	33	1	3.1		0.7	
59	Volvo L400 100	33	1	3.1		0.7	
60	Volvo L400 100	33	1	3.1		0.7	
61	Volvo L400 100	33	1	3.1		0.7	
62	Volvo L400 100	33	1	3.1		0.7	
63	Volvo L400 100	33	1	3.1		0.7	
64	Volvo L400 100	33	1	3.1		0.7	
65	Volvo L400 100	33	1	3.1		0.7	
66	Volvo L400 100	33	1	3.1		0.7	
67	Volvo L400 100	33	1	3.1		0.7	
68	Volvo L400 100	33	1	3.1		0.7	
69	Volvo L400 100	33	1	3.1		0.7	
70	Volvo L400 100	33	1	3.1		0.7	
71	Volvo L400 100	33	1	3.1		0.7	
72	Volvo L400 100	33	1	3.1		0.7	
73	Volvo L400 100	33	1	3.1		0.7	
74	Volvo L400 100	33	1	3.1		0.7	
75	Volvo L400 100	33	1	3.1		0.7	
76	Volvo L400 100	33	1	3.1		0.7	
77	Volvo L400 100	33	1	3.1		0.7	
78	Volvo L400 100	33	1	3.1		0.7	
79	Volvo L400 100	33	1	3.1		0.7	
80	Volvo L400 100	33	1	3.1		0.7	
81	Volvo L400 100	33	1	3.1		0.7	
82	Volvo L400 100	33	1	3.1		0.7	
83	Volvo L400 100	33	1	3.1		0.7	
84	Volvo L400 100	33	1	3.1		0.7	
85	Volvo L400 100	33	1	3.1		0.7	
86	Volvo L400 100	33	1	3.1		0.7	
87	Volvo L400 100	33	1	3.1		0.7	
88	Volvo L400 100	33	1	3.1		0.7	
89	Volvo L400 100	33	1	3.1		0.7	
90	Volvo L400 100	33	1	3.1		0.7	
91	Volvo L400 100	33	1	3.1		0.7	
92	Volvo L400 100	33	1	3.1		0.7	
93	Volvo L400 100	33	1	3.1		0.7	
94	Volvo L400 100	33	1	3.1		0.7	
95	Volvo L400 100	33	1	3.1		0.7	
96	Volvo L400 100	33	1	3.1		0.7	
97	Volvo L400 100	33	1	3.1		0.7	
98	Volvo L400 100	33	1	3.1		0.7	
99	Volvo L400 100	33	1	3.1		0.7	
100	Volvo L400 100	33	1	3.1		0.7	

131	DAF M F V15	45	1	4.5	0.50%	2.01	3.7
132	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
133	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
134	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
135	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
136	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
137	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
138	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
139	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
140	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
141	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
142	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
143	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
144	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
145	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
146	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
147	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
148	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
149	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
150	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
151	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
152	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
153	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
154	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
155	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
156	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
157	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
158	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
159	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
160	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
161	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
162	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
163	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
164	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
165	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
166	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
167	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
168	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
169	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
170	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
171	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
172	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
173	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
174	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
175	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
176	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
177	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
178	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
179	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
180	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
181	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
182	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
183	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
184	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
185	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
186	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
187	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
188	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
189	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
190	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
191	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
192	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
193	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
194	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
195	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
196	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
197	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
198	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
199	Volvo MTR DMS	45	1	4.5	0.42%	1.7	
200	Volvo MTR DMS	45	1	4.5	0.42%	1.7	

108BF (Hired)	114	1	11.4	1.2	1.7	7
---------------	-----	---	------	-----	-----	---

هكذا من الاله











● Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 071-925-2128

of r d . e o  
it d e s  
e e y  
- l t m a  
a h t s  
x r n s t  
E s s e  
e ' s  
r e h e  
m e d  
h e v n  
i d i r .  
o d .  
a l l m  
a t o  
n a k y  
n s ' s  
d y  
x u r e  
n ' s  
v e r  
b e o n  
s u s e  
d t h e  
t o m a  
t h e  
t o a r  
m a n i



• Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 071-925-2128

٥٥٥١ من الاصل



● Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 071-925-2128

[illegible]



## CURRENCIES, MONEY AND CAPITAL MARKETS

## FOREIGN EXCHANGES

## D-Mark firms on rate rise

THE D-MARK advanced against the dollar and within the European Monetary System yesterday after the German Bundestag raised the rate by 1/2 point to 8 1/2 per cent at yesterday's Bundestag council meeting.

Lombard borrowing is intended for emergency use, but short term market rates in Frankfurt have been at or above the Lombard rate for most of the time since the Bundestag took control of the entire German banking system, including banks in what was formerly East Germany.

This has encouraged banks to use their Lombard facilities, and re-lend at a higher rate on the domestic money market. Hence, yesterday's move was not a surprise. It was, though, contrary to trends elsewhere, with both the US Federal Reserve and the Bank of France lowering interest rates this week.

Dealers in London said it was likely to delay another cut in UK bank base rates, but it did lead to an increase in the Dutch Central Bank's discount rate by 1/2 point to 7 1/2 per cent. The secured loans rate, equivalent to the Lombard rate, was raised by a similar amount to 8 per cent.

Figures from the European

Commission showed the D-Mark and the Dutch guilder firmer within the EMS exchange rate mechanism, but still slightly below the French franc. Trading in the franc was quiet, with Paris and several other European centres closed for a religious holiday.

Sterling fell to the bottom of the ERM, with the Spanish peseta at the top of the system, 3.90 per cent above its central rate against the pound. The British currency also remained below its central rate against the D-Mark of DM2.95, falling to DM2.9425 from DM2.9450.

Against other major currencies sterling fell to FF9.8600 from FF9.8650 and to Sfr2.4875 from Sfr2.5000, but rose to Y254.50 from Y252.50. The pound also gained 1/2 cent to £1.9615. On Bank of England figures its index fell 0.1 to 84.4.

The dollar was generally weaker, in reaction to the wider differential between US and German interest rates. The Federal Reserve added funds to the New York banking system, via \$200 million customer repurchases, when Federal funds were trading at 7 1/2 per cent, reinforcing the belief that the target for Fed funds has been cut to 7 1/4 from 8 per cent.

A fall in the October US National Association of Purchasing Managers Index to 43.4 from 44.4 per cent took the figure to its lowest level for eight years. This confirmed the sluggish performance of the US economy, but Iraq's claim that war in the Gulf could break out "at any minute" helped the dollar improve against the Japanese yen. It declined to DM1.5075 from DM1.5155; to Sfr1.3750 from Sfr1.3855; to FF9.8600 from FF9.8650, but rose to Y254.50 from Y252.50. The dollar's index fell to 60.8 from 60.9.

EMS EUROPEAN CURRENCY UNIT RATES				
Currency	Unit	Rate	% Change	Source
Spanish Peseta	100	133.631	-0.34	9/10
French Franc	100	6.55957	-0.01	9/10
Italian Lira	1,000	2036.26	-0.01	9/10
German D-Mark	100	1.93615	-0.01	9/10
British Pound	100	163.658	-0.01	9/10
Dutch Guilder	100	3.60331	-0.01	9/10
Portuguese Escudo	200	200.482	-0.01	9/10
Irish Punt	100	7.87564	-0.01	9/10
Swedish Krona	100	13.7603	-0.01	9/10
Yugoslav Dinar	100	13.6373	-0.01	9/10
Japanese Yen	100	163.658	-0.01	9/10
US Dollar	100	1.93615	-0.01	9/10

US central rates set by the European Commission. Conversion rates are in decimal form. Percentages change are for the 100% change against the US dollar. The percentage change against the US dollar is shown in parentheses. The percentage change against the US dollar is shown in parentheses.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

Forward premiums and discounts apply to the US dollar.

## FINANCIAL FUTURES AND OPTIONS

LIVE LONG GILT FUTURES OPTIONS				
Strike	Call	Put	Settlement	Settlement
81	4.19	0.46	0.37	0.37
82	3.32	0.35	0.12	0.12
83	2.45	0.25	0.10	0.10
84	1.61	0.16	0.10	0.10
85	0.85	0.08	0.10	0.10
86	0.18	0.02	0.10	0.10
87	0.05	0.01	0.10	0.10

Estimated volume total, Calls 1575 Puts 2025  
Previous day's open int, Calls 1840 Puts 2572

LIVE EUROSTOCK OPTIONS				
Strike	Call	Put	Settlement	Settlement
925	0.75	0.06	0.01	0.01
950	0.64	0.07	0.02	0.02
975	0.55	0.08	0.03	0.03
1000	0.47	0.09	0.04	0.04
1025	0.40	0.10	0.05	0.05
1050	0.33	0.11	0.06	0.06
1075	0.27	0.12	0.07	0.07
1100	0.21	0.13	0.08	0.08
1125	0.16	0.14	0.09	0.09
1150	0.11	0.15	0.10	0.10
1175	0.07	0.16	0.11	0.11
1200	0.04	0.17	0.12	0.12
1225	0.02	0.18	0.13	0.13
1250	0.01	0.19	0.14	0.14
1275	0.01	0.20	0.15	0.15
1300	0.01	0.21	0.16	0.16
1325	0.01	0.22	0.17	0.17
1350	0.01	0.23	0.18	0.18
1375	0.01	0.24	0.19	0.19
1400	0.01	0.25	0.20	0.20
1425	0.01	0.26	0.21	0.21
1450	0.01	0.27	0.22	0.22
1475	0.01	0.28	0.23	0.23
1500	0.01	0.29	0.24	0.24
1525	0.01	0.30	0.25	0.25
1550	0.01	0.31	0.26	0.26
1575	0.01	0.32	0.27	0.27
1600	0.01	0.33	0.28	0.28
1625	0.01	0.34	0.29	0.29
1650	0.01	0.35	0.30	0.30
1675	0.01	0.36	0.31	0.31
1700	0.01	0.37	0.32	0.32
1725	0.01	0.38	0.33	0.33
1750	0.01	0.39	0.34	0.34
1775	0.01	0.40	0.35	0.35
1800	0.01	0.41	0.36	0.36
1825	0.01	0.42	0.37	0.37
1850	0.01	0.43	0.38	0.38
1875	0.01	0.44	0.39	0.39
1900	0.01	0.45	0.40	0.40
1925	0.01	0.46	0.41	0.41
1950	0.01	0.47	0.42	0.42
1975	0.01	0.48	0.43	0.43
2000	0.01	0.49	0.44	0.44
2025	0.01	0.50	0.45	0.45
2050	0.01	0.51	0.46	0.46
2075	0.01	0.52	0.47	0.47
2100	0.01	0.53	0.48	0.48
2125	0.01	0.54	0.49	0.49
2150	0.01	0.55	0.50	0.50
2175	0.01	0.56	0.51	0.51
2200	0.01	0.57	0.52	0.52
2225	0.01	0.58	0.53	0.53
2250	0.01	0.59	0.54	0.54
2275	0.01	0.60	0.55	0.55
2300	0.01	0.61	0.56	0.56
2325	0.01	0.62	0.57	0.57
2350	0.01	0.63	0.58	0.58
2375	0.01	0.64	0.59	0.59
2400	0.01	0.65	0.60	0.60
2425	0.01	0.66	0.61	0.61
2450	0.01	0.67	0.62	0.62
2475	0.01	0.68	0.63	0.63
2500	0.01	0.69	0.64	0.64
2525	0.01	0.70	0.65	0.65
2550	0.01	0.71	0.66	0.66
2575	0.01	0.72	0.67	0.67
2600	0.01	0.73	0.68	0.68
2625	0.01	0.74	0.69	0.69
2650	0.01	0.75	0.70	0.70
2675	0.01	0.76	0.71	0.71
2700	0.01	0.77	0.72	0.72
2725	0.01	0.78	0.73	0.73
2750	0.01	0.79	0.74	0.74
2775	0.01	0.80	0.75	0.75
2800	0.01	0.81	0.76	0.76
2825	0.01	0.82	0.77	0.77
2850	0.01	0.83	0.78	0.78
2875	0.01	0.84	0.79	0.79
2900	0.01	0.85	0.80	0.80
2925	0.01	0.86	0.81	0.81
2950	0.01	0.87	0.82	0.82
2975	0.01	0.88	0.83	0.83
3000	0.01	0.89	0.84	0.84
3025	0.01	0.90	0.85	0.85
3050	0.01	0.91	0.86	0.86
3075	0.01	0.92	0.87	0.87
3100	0.01	0.93	0.88	0.88
3125	0.01	0.94	0.89	0.89
3150	0.01	0.95	0.90	0.90
3175	0.01	0.96	0.91	0.91
3200	0.01	0.97	0.92	0.92
3225	0.01	0.98	0.93	0.93
3250	0.01	0.99	0.94	0.94
3275	0.01	1.00	0.95	0.95
3300	0.01	1.01	0.96	0.96
3325	0.01	1.02	0.97	0.97
3350	0.01	1.03	0.98	0.98
3375	0.01	1.04	0.99	0.99
3400	0.01	1.05	1.00	1.00
3425	0.01	1.06	1.01	1.01
3450	0.01	1.07	1.02	1.02
3475	0.01	1.08	1.03	1.03
3500	0.01	1.09	1.04	1.04
3525	0.01	1.10	1.05	1.05
3550	0.01	1.11	1.06	1.06
3575	0.01	1.12	1.07	1.07
3600	0.01	1.13	1.08	1.08
3625	0.01	1.14	1.09	1.09
3650	0.01	1.15	1.10	1.10
3675	0.01	1.16	1.11	1.11
3700	0.01	1.17	1.12	1.12
3725	0.01	1.18	1.13	1.13
3750	0.01	1.19	1.14	1.14
3775	0.01	1.20	1.15	1.15
3800	0.01	1.21	1.16	1.16
3825	0.01	1.22	1.17	1.17
3850	0.01	1.23	1.18	1.18
3875	0.01	1.24	1.19	1.19
3900	0.01	1.25	1.20	1.20
3925	0.01	1.26	1.21	1.21
3950	0.01	1.27	1.22	1.22
3975	0.01	1.28	1.23	1.23
4000	0.01	1.29	1.24	1.24
4025	0.01	1.30	1.25	1.25
4050	0.01	1.31	1.26	1.26
4075	0.01	1.32	1.27	1.27
4100	0.01	1.33	1.28	1.28



[illegible]



## NEW YORK STOCK EXCHANGE COMPOSITE PRICES

**Continued on Page 41**



**NASDAQ NATIONAL MARKET**[illegible]

**3pm prices  
November 1**

[illegible]

**Hand-Delivery  
now  
available in  
MOSCOW  
WARSAW  
BUDAPEST**  
For subscription details  
or more information  
contact  
**Andrew Taylor**  
in Frankfurt

**Phone 49 - 69 - 7598111  
Fax 49 - 69 - 7226771**



AMERICA

# Bond market rally helps lift Dow

Wall Street

A DULL morning on Wall Street saw US equities turn higher in thin trading, writes Karen Zager in New York.

At 2 pm, the Dow Jones Industrial Average was quoted 14.35 higher at 2,456.88 on light volume. On the big board, advancing issues had an almost imperceptible edge over those declining. On Wednesday, the Dow closed up 17.82 at 2,448.02.

A bond market rally helped stocks move modestly higher in the first hour of trading, as further evidence of economic decline helped bolster the bond market. The Treasury's bellwether 30-year bond posted a solid gain at mid-session.

Ford Motor slipped 5/8, to \$27 1/2 in very heavy, dividend-sensitive trading. Among the other big auto makers, Chrysler fell 5/8, to \$11 and General Motors held steady at \$36 1/2.

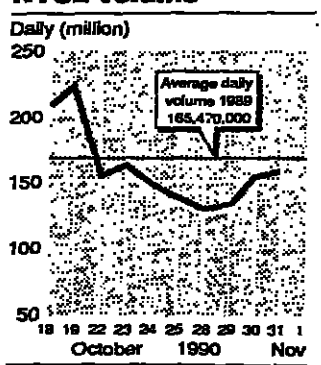
Scherling-Plough dropped \$1 to \$42 1/2 after falling \$1 1/2 a day earlier. The phasing out of foam plastic packaging at its restaurants.

MBIA jumped \$1 1/2, to \$23 1/2 after speaking to analysts and investors in Boston.

Humana fell 1/4 to \$40 amid

hit by selling on Wednesday amid concerns that stiff competition between retailers, recouped some of its losses yesterday morning. General Mills added \$3/4 to \$34 after dropping \$3 1/2 a day earlier and Kellogg's

NYSE volume



rose 3/4 to \$36 1/2 following a \$3 1/2 fall on Wednesday. McDonald's moved 5/8 higher to \$25 1/2 after the fast-food chain said that it would start phasing out foam plastic packaging at its restaurants.

MBIA jumped \$1 1/2, to \$23 1/2 after speaking to analysts and investors in Boston.

Humana fell 1/4 to \$40 amid

negative reports about the hospital management chain in a Florida newspaper.

AIG added 3/4 to \$63 after reporting solid third quarter profits, while General Re gained \$2 1/2 to \$78 1/2 on an 8 per cent gain in third quarter earnings to \$1.73. The company described the figures as good, given the difficult underwriting conditions in the industry.

The Nasdaq composite slipped 0.18 lower to 329.96 at mid-session. Samna, a software manufacturer, soared \$7 1/2 to \$18 1/2 after the company agreed to merge with Lotus Development. Holders of Samna stock are expected to get \$15.84 a share under the \$65m agreement with Lotus. Shares in Lotus lost \$4 to \$17.

Apple was unchanged at \$30 1/2 and MCI Communications added \$3/4 to \$30 1/2. Reuters Holdings ADRs rose \$2 1/2 to \$33 1/2 after cutting its staff and postponing phase two of its automated trading system for foreign exchange. Dealing 2000.

SOUTH AFRICA

JOHANNESBURG fell in thin trading yesterday on fears of imminent war in the Gulf. The JSE all-share index dipped 31 to 1,398 and the all-share index lost 25 to 2,642. Vanil Reeds dropped \$10 to \$250 in spite of firm bullion prices.

Canada

TORONTO stocks trimmed early losses but were still lower at mid-session, weakened by lower third quarter earnings.

Airlines

Swire's share price fell 61 per cent this year compared with a 17 per cent decline in the Dutch market, reported passenger revenue down for the second quarter and profits down from \$1.63m to \$1.42m (from \$85m to \$82m). "KLM has had six years of profits - it could

Share prices (rebased)



Source: Datastream

now have six years of losses," says Mr Gooskens. KLM's share price fell \$11 yesterday to \$19.10.

In July, half-year profits at Swissair collapsed from \$17.15m to \$17.07m (from \$188m to \$55m) a year earlier.

Swissair's share price has dropped 51 per cent this year to \$15.50 yesterday, while the Swiss

market has lost 20 per cent. Meanwhile, in August, Lufthansa, the West German national airline, reported a pre-tax loss of \$1.6m (\$2m) compared with a profit of \$1.6m (\$5m) for the first six months of last year. Lufthansa's shares have declined 44 per cent in 1990 to DM112 yesterday, compared with a fall of 17 per cent in the German bourse.

During the same month, Scandinavian Airlines System (SAS) announced a 38 per cent drop in first-half group profits. Shares in SAS, the Swedish-owned part of SAS, have fallen 46 per cent this year to SKr70 (\$12.4) yesterday, while the Swedish market has retreated by 19 per cent.

Nearly all European airlines are announcing cost-cutting programmes, but analysts are not impressed. One said the airlines seemed more interested in building up routes and buying the biggest and best aircraft than making money.

"Quite frankly, why put your money into airlines?" asks Mr Brian Knox, a director at Kleinwort Benson. "At the moment it is well worth keeping clear of them."

In the meantime, the airlines' financial directors will be watching the Gulf, if war breaks out their share prices could head into a nose-dive.

EUROPE

THE BUNDESBANK's choice of All Saints' Day on which to raise the German Lombard rate helped limit its impact on financial markets yesterday, writes Our Markets Staff.

FRANKFURT was marked down after hours, but dealers and strategists said that there was no panic, and little surprise, at the move. The said that earlier falls of 5.04 to \$16.05 in the FAZ index at mid-session, and 16.56 to 1,417.25 in the DAX at the close reflected existing fears about the economy and company prospects.

Volume in Frankfurt fell from DM2.8bn to DM2.0bn. In London, Mr James Cash, a strategist with County NatWest, said that the Bundesbank's action was "a rather cunning affair".

It was presented, he noted, as an entirely technical move, bringing the Lombard rate back above those for overnight and one-month money; however, he added, it would give the Bundesbank room to tighten other money rates if necessary, and confirmed that it was serious about making sure that the German government tightens up the economy to make room for spending on east Germany.

AMSTERDAM saw Akzo lose \$1.40 to \$19.20, a low for the year, after the chemicals company abandoned its August forecast that profits would fall less in 1990's second half than the 18 per cent first half drop. The fact that its third quarter net profits fell a smaller-than-expected 26 per cent to \$1.68m

gave little comfort. KLM's bleak second quarter results also depressed the market. The CBS Tendency index fell 2.3 to 94.7.

ZURICH declined as Wednesday's bearish remarks from Union Bank of Switzerland, the country's biggest bank, spread to other stocks. The Credit Suisse index fell 7.6 to 479.5, US\$ shedding \$1.00, or 3.7 per cent, to \$172.60.

STOCKHOLM slipped for the fifth straight day. The Affarsvariden General index fell 8.3 to 892.1. The central bank's decision to cut its bank-borrowing rate to 15 per cent from 16 per cent failed to lift prices.

The news that Moody's Investor Service had put Sweden on its observation list, a sign that the rating institute

could downgrade Sweden's AAA credit ratings, also weighed on the market.

OSLO fell on Gulf worries, with the all-share index losing 7.25 to 502.21 in turnover of Nkr180m. The prospect of a new Labour government, which takes power tomorrow, had little effect.

ISTANBUL plunged 269.3 or 5.9 per cent to 4,301.14 on Gulf fears, in volume of TL2.7bn, from TL56.9bn. ATHENS fell 4.8 per cent, the banking sector losing 6.2 per cent. The general index fell 46.96 to 825.80.

THE FT-SE Eurotrack 100 index on the London stock market was mostly indicative, owing to the closure yesterday of a number of European markets for a public holiday.

# Hong Kong reverses erratic image

Crises have trapped the market in the doldrums, says John Elliott

HONG KONG's stock market is stuck in the doldrums of seemingly perpetual crises. Whenever it pulls its courage and optimism together to tackle some of the barriers it has faced since the world markets crash of October 1987, something happens to push it back down again.

The latest example is the Gulf crisis, which three months ago knocked the Hang Seng index off a year's high of 3,559 in late-July down to 2,760 at the end of September. Instead of then rebounding to 3,800, as some people were predicting, it is now hovering around 2,950 to 2,980, and there are few brokers who are forecasting much of a rise in the foreseeable future. Yesterday it closed at 2,968.74, down 22.22, on moderately low volume of HK\$716m.

"The upside is 3,100 or just above," says Mr John Mulcahy, research director of Peregrine Brokerage. "Breaking through 3,200 would be a new bull cycle and the prospects of that are pretty remote."

However, the corollary of Hong Kong's slouch is that it has survived better during the Gulf crisis than most other Asian centres. "Hong Kong has been more resilient

partly because it had not gone up so far and fast as others like Singapore, Thailand and Malaysia, so it has had less far to fall," says Mr Mulcahy.

"This has reversed Hong Kong's old image of a highly volatile market," says Mr Richard Wits, managing director of Schroders Securities (Hong Kong).

The constraints on Hong Kong are usually China-oriented. The Tiananmen Square crisis in June last year seriously knocked confidence in the colony, which reverts to Chinese sovereignty in 1997. The Hang Seng index, which had been at 3,309 in mid-May last year, collapsed to 2,093, wiping out hopes that it would top its pre-1987 crash high of 3,949.

Since then the market has suffered a series of blows, ranging from confrontational statements from Peking's leaders, to international events and instability in centres such as Tokyo.

Now the gloom about the Gulf is being compounded by domestic issues at a time when China is being more conciliatory. The local economy is sluggish. Predictions for economic growth in 1990 range between 1 per cent (issued yesterday by Jardine Fleming Securities) and 2.5 per

cent, according to the government.

Manufacturing industry, especially textiles, is not buoyant and corporate year-end results are likely to disappoint the market in a few months' time, with profits growth rates well below the 15 to 25 per cent seen in recent years.

The Hongkong and Shanghai Banking Corporation's growing problems with its overseas subsidiaries, such as losses at its New York-based Marine Midland Bank, have a specially depressing effect because of its weighting in the Hang Seng index. A 17.5 cents drop in the Hongkong Bank share price yesterday, after Marine Midland's loss announcement on Wednesday, accounted for at least half of yesterday's index fall.

So there is little to shift the market upwards. A view typical of many brokers yesterday was: "We are all thrashing around trying to think of something to say to our clients to get them to do some business."

To judge by its performance since the Gulf crisis broke, however, Hong Kong seems to have stabilised. Unlike many other Asian markets, it has a solid commercial base of strong viable companies.

ASIA PACIFIC

# Nikkei plunges in small-lot selling

Tokyo

A WEAKER yen and uncertainty about the Gulf situation prompted a sharp decline in equities, the Nikkei average ending below 25,000 for the first time in six days, writes Emma Trazzato in Tokyo.

As the yen weakened, bonds declined, sparking off profit-taking in interest-sensitive shares. The Nikkei opened at the day's high of 25,159.95 and closed at 24,246.16, down 908.94.

Depressed by small-lot selling, it dropped to its day's low at 24,204.69 towards the close. Turnover remained sluggish, totalling 350m shares, with activity mainly among dealers and individuals trading in small lots.

Overwhelmed rises by 1.003 to 29, with 41 issues unchanged. The Topix index of all first section stocks lost 61.33 to 1,794.79, while in London the ISE/Nikkei 50 index slipped 27.89 to 1,327.34.

Mr Charles Lambert at Jardine Fleming said: "The market was disappointed at the failure of the Nikkei average to rise above September's high of 25,420.43 in October." He added

that political uncertainty over the fate of the Japanese government's controversial United Nations Peace-Operation bill was also affecting confidence.

Steels, shipbuilders, non-ferrous metals, chemicals, banks, securities houses, general contractors and other large-capital stocks declined sharply. Nippon Steel fell Y17 to Y436 as bond prices slipped further. Sellers were also concerned about diminishing demand for steel due to declining car sales and sluggish construction orders.

Drug makers suffered further losses, with Yamanouchi Pharmaceutical falling Y140 to Y2,600, and Daiinippon Pharmaceutical Y100 to Y2,140. Financials remained weak, Industrial Bank of Japan shedding Y130 to Y2,750 and Nomura Securities Y50 to Y1,670.

Atsugi Nylon, one of the few gainers, ended up Y70 to Y1,280 on a scrip issue. Yamazen, a trading company specialising in machinery and tools, drew individual interest because its price was considered low, gaining Y90 to Y1,450.

In Osaka, the OSE average was led down by construction, high-tech, and large-capital

issues. It ended 1,007.93 lower at 28,175.36, while turnover came to 32.3m shares, against Wednesday's 33.5m.

Roundup

FEARS OF an imminent war in the Gulf and Tokyo's drop sent most Pacific Rim markets lower yesterday.

AUSTRALIA recorded 1.8 per cent as heavily indebted companies were sold. Mr Rupert Murdoch's News Corp fell 56 cents to A\$4.50 after being sold down in the US on Wednesday.

Weakness in Adelaide and its associates also sapped market confidence. Adelaide slipped 22 cents to A\$1.06 amid speculation about asset sales.

The All-Ordinaries index lost 24.2 to 1,303.0, its seventh consecutive fall and its lowest close since March 1988. Turnover declined from A\$183m to A\$177m. Banking shares were also eroded by nervousness about the slowing in the domestic economy and rising bad debt levels. Westpac Banking shed 10 cents to A\$3.75.

NEW ZEALAND further weakened. The Barclays index declined 13.37 to 1,316.94, a new six-year low, but turnover rose

to NZ\$11.0m from NZ\$7.2m.

TAIWAN, closed on Wednesday for a holiday, saw the weighted index drop by 178.65, or 5.4 per cent, to 3,139.88. Volume nearly halved to T\$25.2bn from T\$42bn.

SEOUL rose sharply, ending five losing sessions. The composite index closed up 27.31, or 4 per cent, at 17,147.47 on active volume of Won 258.3bn. But traders feared that political infighting threatens the prospects of a further recovery.

SINGAPORE was broadly lower in thin trading. The active counters were generally those in the headlines lately, such as Singapore Fodder and Centrepont Properties, which are being taken over, and Innopacific, which has taken a

stake in a suspended Hong Kong-listed property company. The Straits Times Industrial index lost 20.27 to 1,133.68. Volume fell to S\$47.0m (S\$52.7m).

KUALA LUMPUR's composite index finished 11.25 lower at 480.46 and turnover rose to 25.3m shares from 21.4m.

BOMBAY set aside its worries about the current government crisis and saw active buying. The BSE index improved 27.81 to 1,323.02.

EUROPE

# German Lombard rise has limited impact

THE BUNDESBANK's choice of All Saints' Day on which to raise the German Lombard rate helped limit its impact on financial markets yesterday, writes Our Markets Staff.

FRANKFURT was marked down after hours, but dealers and strategists said that there was no panic, and little surprise, at the move. The said that earlier falls of 5.04 to \$16.05 in the FAZ index at mid-session, and 16.56 to 1,417.25 in the DAX at the close reflected existing fears about the economy and company prospects.

Volume in Frankfurt fell from DM2.8bn to DM2.0bn. In London, Mr James Cash, a strategist with County NatWest, said that the Bundesbank's action was "a rather cunning affair".

It was presented, he noted, as an entirely technical move, bringing the Lombard rate back above those for overnight and one-month money; however, he added, it would give the Bundesbank room to tighten other money rates if necessary, and confirmed that it was serious about making sure that the German government tightens up the economy to make room for spending on east Germany.

AMSTERDAM saw Akzo lose \$1.40 to \$19.20, a low for the year, after the chemicals company abandoned its August forecast that profits would fall less in 1990's second half than the 18 per cent first half drop. The fact that its third quarter net profits fell a smaller-than-expected 26 per cent to \$1.68m

gave little comfort. KLM's bleak second quarter results also depressed the market. The CBS Tendency index fell 2.3 to 94.7.

ZURICH declined as Wednesday's bearish remarks from Union Bank of Switzerland, the country's biggest bank, spread to other stocks. The Credit Suisse index fell 7.6 to 479.5, US\$ shedding \$1.00, or 3.7 per cent, to \$172.60.

STOCKHOLM slipped for the fifth straight day. The Affarsvariden General index fell 8.3 to 892.1. The central bank's decision to cut its bank-borrowing rate to 15 per cent from 16 per cent failed to lift prices.

The news that Moody's Investor Service had put Sweden on its observation list, a sign that the rating institute

could downgrade Sweden's AAA credit ratings, also weighed on the market.

OSLO fell on Gulf worries, with the all-share index losing 7.25 to 502.21 in turnover of Nkr180m. The prospect of a new Labour government, which takes power tomorrow, had little effect.

ISTANBUL plunged 269.3 or 5.9 per cent to 4,301.14 on Gulf fears, in volume of TL2.7bn, from TL56.9bn. ATHENS fell 4.8 per cent, the banking sector losing 6.2 per cent. The general index fell 46.96 to 825.80.

THE FT-SE Eurotrack 100 index on the London stock market was mostly indicative, owing to the closure yesterday of a number of European markets for a public holiday.

FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest-Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

A N D R E G I O N A L M A R K E T S	WEDNESDAY OCTOBER 31 1990										TUESDAY OCTOBER 30 1990										DOLLAR INDEX									
Figures in parentheses show number of lines of stock	US Dollar Index	Day's Change	Pound Sterling Index	Yen Index	DM Index	Local Currency on day	Local Currency on day	Grass Ex. Ytd	US Dollar Index	Pound Sterling Index	Yen Index	DM Index	Local Currency on day	Local Currency on day	Grass Ex. Ytd	US Dollar Index	Pound Sterling Index	Yen Index	DM Index	Local Currency on day	Local Currency on day	Grass Ex. Ytd	US Dollar Index	Pound Sterling Index	Yen Index	DM Index	Local Currency on day	Local Currency on day	Grass Ex. Ytd	
Australia (77)	123.31	-0.1	94.04	101.29	97.16	104.40	-0.3	7.39	123.14	93.72	100.49	97.22	104.71	159.31	123.14	123.14	159.31	123.14	159.31	123.14	159.31	123.14	159.31	123.14	159.31	123.14	159.31	123.14		
Austria (19)	198.16	-1.3	151.13	162.78	156.13	156.09	-2.0	1.75	202.77	152.81	163.85	158.50	157.24	285.63	176.57	198.16	285.63	176.57	198.16	285.63	176.57	198.16	285.63	176.57	198.16	285.63	176.57	198.16		
Belgium (61)	138.05	+0.6	105.29	113.39	106.22	106.22	+0.1	5.45	137.21	104.43	111.96	106.32	106.08	160.02	126.57	138.05	160.02	126.57	138.05	160.02	126.57	138.05	160.02	126.57	138.05	160.02	126.57	138.05		
Canada (20)	123.06	-0.1	93.85	101.08	96.95	104.04	-0.0	1.22	122.66	93.74	100.50	97.23	102.08	153.71	121.34	123.06	153.71	121.34	123.06	153.71	121.34	123.06	153.71	121.34	123.06	153.71	121.34	123.06		
Denmark (32)	256.54	+0.6	195.65	210.73	202.13	202.20	+0.0	1.47	255.11	194.16	208.19	201.40	201.11	297.82	214.05	256.54	297.82	214.05	256.54	297.82	214.05	256.54	297.82	214.05	256.54	297.82	214.05	256.54		
Finland (26)	101.53	+0.4	77.43	83.40	80.00	76.97	+0.1	1.56	101.08	78.93	82.49	78.00	78.93	152.20	124.15	101.53	152.20	124.15	101.53	152.20	124.15	101.53	152.20	124.15	101.53	152.20	124.15	101.53		
France (122)	140.04	-1.7	106.30	115.02	110.33	111.48	-0.1	3.82	141.56	104.73	112.35	108.59	103.77	168.82	132.70	140.04	168.82	132.70	140.04	168.82	132.70	140.04	168.82	132.70	140.04	168.82	132.70	140.04		
Germany (91)	114.09	-0.1	87.01	93.73	89.89	89.69	-0.3	3.82	114.09	89.82	93.21	90.16	90.16	144.33	114.09	114.09	144.33	114.09	114.09	144.33	114.09	114.09	144.33	114.09	114.09	144.33	114.09	114.09		
Hong Kong (48)	121.93	-0.7	92.99	100.16	96.07	122.03	-0.7	5.41	122.83	93.48	100.23	96.97	122.83	147.49	112.24	121.93	147.49	112.24	121.93	147.49	112.24	121.93	147.49	112.24	121.93	147.49	112.24	121.93		
Ireland (17)	160.22	+1.1	122.19	131.91	126.23	127.58	+0.8	4.0	158.62	125.05	129.36	125.11	126.51	199.57	159.04	160.22	199.57	159.04	160.22	199.57	159.04	160.22	199.57	159.04	160.22	199.57	159.04	160.22		
Italy (81)	84.87	-0.1	61.73	61.71	56.85	101.55	-0.2	4.2	85.47	62.55	69.75	57.47	59.57	109.26	86.73	84.87	109.26	86.73	84.87	109.26	86.73	84.87	109.26	86.73	84.87	109.26	86.73	84.87		
Japan (120)	159.12	-0.2	103.51	111.48	106.95	111.48	-0.6	0.75	159.12	103.51	111.48	106.95	111.48	159.12	103.51	159.12	103.51	111.48	106.95	111.48	159.12	103.51	111.48	106.95	111.48	159.12	103.51	111.48		
Malaysia (35)	203.23	-1.0	154.98	163.38	160.12	211.30	-0.1	0.97	205.26	156.22	167.49	162.04	212.67	250.39	195.36	203.23	250.39	195.36	203.23	250.39	195.36	203.23	250.39	195.36	203.23	250.39	195.36	203.23		
Mexico (13)	551.06	+0.1	420.26	452.66	434.18	787.73	+0.1	2.38	550.53	419.00	440.27	424.81	782.43	561.41	324.59	551.06	561.41	324.59	551.06	561.41	324.59	551.06	561.41	324.59	551.06	561.41	324.59	551.06		
Netherlands (23)	164.81	-0.1	121.93	131.91	126.23	127.58	-0.1	0.97	164.81	121.93	131.91	126.23	127.58	164.81	121.93	164.81	121.93	131.91	126.23	127.58	164.81	121.93	131.91	126.23	127.58	164.81	121.93	131.91		
New Zealand (16)	50.15	-2.1	38.25	41.20	39.51	43.33	-2.1	1.77	51.20	38.25	41.20	39.51	43.33	50.15	38.25	50.15	38.25	41.20	39.51	43.33	50.15	38.25	41.20	39.51	43.33	50.15	38.25	41.20		
Norway (27)	235.26	-0.5	179.42	193.25	181.36	182.24	-1.1	1.64	236.39	179.91	182.51	180.63	190.35	276.73	202.54	235.26	276.73	202.54	235.26	276.73	202.54	235.26	276.73	202.54	235.26	276.73	202.54	235.26		
Singapore (23)	163.77	+1.1	122.19	131.91	126.23	127.58	+1.1	0.97	163.77	122.19	131.91	126.23	127.58	163.77	122.19	163.77	122.19	131.91	126.23	127.58	163.77	122.19	131.91	126.23	127.58	163.77	122.19	131.91		
South Africa (16)	164.81	-0.1	121.93	131.91	126.23	127.58	-0.1	0.97	164.81	121.93	131.91	126.23	127.58	164.81	121.93	164.81	121.93	131.91	126.23	127.58	164.81	121.93	131.91	126.23	127.58	164.81	121.93	131.91		
Spain (42)	144.92	-0.2	111.67	120.28	113.37	105.33	-0.3	5.07	146.71	111.66	119.73	115.82	105.86	162.25	128.54	144.92	162.25	128.54	144.92	162.25	128.54	144.92	162.25	128.54	144.92	162.25	128.54	144.92		
Sweden (27)	172.25	-0.2	131.37	141.50	135.72	143.56	-0.4	2.50	172.57	131.33	140.62	135.72	143.56	172.25	131.33	172.25	131.33	140.62	135.72	143.56	172.25	131.33	140.62	135.72	143.56	172.25	131.33	140.62		
Switzerland (23)	89.98	-0.1	61.73	61.71	56.85	101.55	-0.2	4.2	89.98	61.73	61.71	56.85	101.55	89.98	61.73	89.98	61.73	61.71	56.85	101.55	89.98	61.73	61.71	56.85	101.55	89.98	61.73	61.71		
United Kingdom (269)	159.72	+0.6	121.81	131.19	125.83	121.81	+0.8	0.70	159.81	122.07	125.95	125.37	122.07	175.18	129.87	159.72	175.18	129.87	159.72	175.18	129.87	159.72	175.18	129.87	159.72	175.18	129.87	159.72		
USA (533)	122.43	+0.0	93.37	100.28	96.47	122.43	+0.0	4.02	122.43	93.36	99.91	96.66	122.43	122.43	93.36	122.43	93.36	99.91	96.66	122.43	122.43	93.36	99.91	96.66	122.43	122.43	93.36	99.91		
Europe (963)	139.46	+0.4	93.37	111.57	98.74	105.18	+0.4	4.42	134.88	102.16	110.07	96.68	104.77	157.15	124.51	139.46	157.15	124.51	139.46	157.15	124.51	139.46	157.15	124.51	139.46	157.15	124.51	139.46		
Norfolk (11)	183.01	-0.1	122.19	131.91	126.23	127.58	-0.1	0.97	183.01	122.19	131.91	126.23	127.58	183.01	122.19	183.01	122.19	131.91	126.23	127.58	183.01	122.19	131.91	126.23	127.58	183.01	122.19	131.91		
Europe Pacific (1852)	122.43	-0.2	103.48	110.47	105.96	111.29	-0.5	2.12	133.55	103.71	109.80	104.62	103.48	122.43	103.48	122.43	103.48	109.80	104.62	103.48	122.43	103.48	109.80	104.62	103.48	122.43	103.48	109.80		
Europe Pacific (1818)	135.24	-0.5	102.14	111.08	105.95	109.51	-0.2	4.48	135.95	103.48	110.94	97.33	109.73	174.19	160.03	135.24	174.19	160.03	135.24	174.19	160.03	135.24	174.19	160.03	135.24	174.19	160.03	135.24		
North America (823)	122.38	-0.0	93.30	100.54	96.44	121.24	+0.0	4.01	122.39	93.35	99.99	96.64	121.24	122.38	93.35	122.38	93.35	99.99	96.64	121.24	122.38	93.35	99.99	96.64	121.24	122.38	93.35	99.99		
Europe Pacific (1818)	135.24	-0.5	102.14	111.08	105.95	109.51	-0.2	4.48	135.95	103.48	110.94	97.33	109.73	174.19	160.03	135.24	174.19	160.03	135.24	174.19	160.03	135.24	174.19	160.03	135.24	174.19	160.03	135.24		
Pacific Ex. Japan (201)	119.11	-0.4	90.84	97.86	83.86	105.18	-0.6	6.22	119.99	91.02	97.61	84.53	105.81	146.72	117.08	119.11	146.72	117.08	119.11	146.72	117.08	119.11	146.72	117.08	119.11	146.72	117.08	119.11		
World Ex. US (1811)	135.35	-0.5	102.23	111.19	106.65	110.01	-0.2	2.83	136.63	103.53	111.02	107.40	110.21	173.17	117.12	135.35	173.17	117.12	135.35	173.17	117.12	135.35	173.17	117.12	135.35	173.17	117.12	135.35		
World Ex. Japan (201)	119.11	-0.4	90.84	97.86	83.86	105.18	-0.6	6.22	119.99	91.02	97.61	84.53	105.81	146.72	117.08	119.11	146.72	117.08	119.11	146.72	117.08	119.11	146.72	117.08	119.11	146.72	117.08	119.11		
World Ex. So. Af. (2284)	129.63	-0.3	98.86	106.49	102.14	113.92	-0.1	3.01	130.68	99.00	106.16	102.70	104.16	161.84	128.04	129.63	161.84	128.04	129.63	161.84	128.04	129.63	161.84	128.04	129.63	161.84	128.04	129.63		
World Ex. Japan (200)	128.07	-0.2	97.67	105.21	100.92	115.19	+0.1	4.36	127.85	97.31	104.34	100.95	115.12	151.59	124.31	128.07	151.59	124.31	128.07	151.59	124.31	128.07	151.59	124.31	128.07	151.59	124.31	128.07		
The World Index (3944)	128.84	-0.3	99.02	106.66	102.31	114.06	-0.1	3.02	130.28	99.15	106.32	102.85	114.20	162.05	128.33	128.84	162.05	128.33	128.84	162.05	128.33	128.84	162.05	128.33	128.84	162.05	128.33	128.84		



## RECRUITMENT

JOBS: Quickening drop in demand for executives dims hopes of market recovery next year  
Bleakest summer for hunters since 1981

AN OXFORD mathematician who loved animals once bought a Dachshund pup. Or so I've been told at least by Derek Robinson of Magdalen College, chairman of Britain's Pay Board in the incomes-policy days of the 1970s.

Every Friday the proud owner weighed and measured his pet, precisely recording its weekly growth. After a few months he took it into the garden of his small house and, with tears in his eyes, shot it. He had calculated that in a year's time it would be 27th long.

That cautionary tale against the statistical indulgence of extrapolating from trends is worth remembering, given the present state of advertised demand for executives in the United Kingdom. For there are two trends which may have a bearing on how the market will move from now on, and they look to be in conflict.

One of them can be seen in the table to the right showing the results of the MSL International consultancy's quarterly counts of executive jobs advertised in UK national journals. The top part of the table gives the number of posts each is counted as one no matter how many times it is advertised - in eight broad kinds of higher-ranked work for the 12 months to

the end of September. The bottom part, below the 12-month total, gives the quarterly tallies for all eight kinds of work taken together. In a decade of publishing the MSL figures, I have only once seen a more uniformly bleak result. And that was in 1980-81 when Britain's

executive market was at the worst level reached since the consultancy began counting in 1959.

It is true that three of the separate types of work are at merely a three-year low: research and development, production, and "Others" such as buyers, company

legal specialists, economists and mixed (which is not to say mixed-up) consultants. General management was worse only four years previously.

But in the remaining categories recruitment over the 12 months to September 30 was dismal. The

accounting and finance count was the lowest since 1980-81. Computing and personnel have not been as depressed since 1980-81. Nor has the 12-month total. As for sales and marketing, demand was the weakest on record.

Similar gloom suffuses the four industrial sectors of which MSL has kept tally, albeit only since 1984-85. Energy and associated businesses are the brightest with 3,539 advertised openings in the latest 12-month count, the second highest in the half dozen years covered though still 4 per cent down on 1988-89.

The rest have reached six-year lows. Food, drink and tobacco, with 769 jobs offered, was down 19 per cent on 1988-89. Retailing's 753 represented a fall of 30 per cent, and the high-technology sector's 1,946 a plunge of 46 per cent.

While it pains me to say so, the overall trend shown by the three-monthly counts in the table's bottom lines looks still nastier. The latest July-September tally is the lowest for any third quarter of a year since 1980-81. As that quarter contains the holiday period, it

always produces fewer offers than the preceding April-June but the usual decline is only 4 to 5 per cent. This year it was almost 20. But that is not all.

During previous setbacks in the market, once the rate of decline has slowed the position has gone on improving. Now, after slowing between January-March and April-June, the fall has quickened again, which seems a chilling omen.

Despite that unprecedented change in the trend of the present setback, however, MSL's chief market-watcher is not altogether disheartened. He prefers to vest his faith in a longer established trend. Ever since the counts began demand has ebbed and flowed in remarkably regular cycles, and the next upturn is due early in 1991.

"Which do you think it's better to go on," he asks, "a shift that's happened this once, or a trend that's been going on for 31 years?"

The Jobs column is averse to going on either. Having heard Derek Robinson's parable about the Oxford mathematician, my attitude to the question is the one enshrined in an old film starring Jack Benny.

As he and some friends were walking along, a black cat crossed their path, and they fell to arguing whether that meant they would be lucky or unlucky. When they could not agree, Benny put the issue to his man Rochester.

"Aw gee, boss," he rasped, "I guess it all depends on what happens afterwards."

## Top consultant

RECRUITER Clive Williamson of Barry Litchford Associates seeks a senior partner for the London-based management consultancy arm of a big accountancy firm. As he may not name his client, he promises to respect applicants' requests not to be identified to the employer.

The job is based of financial consultancy, with a business-getting as well as managerial role. Candidates must be technically expert financial consultants at senior level with success in winning new, preferably international clients. Ability to lead a team of 100 is essential.

Rewards depend on company performance, but should total around £200,000.

Inquiries to 10 Sedley Place, London W1R 1HG; tel 071-629 7394, fax 071-495 1153.

Michael Dixon

UNITED KINGDOM ADVERTISED DEMAND FOR MANAGERS AND KEY SPECIALIST STAFF  
(12 months to September 30)

Type of work	1989-90 Posts adver- tised	Change from 88-89 %	1988-89 Posts adver- tised	Change from 87-88 %	1987-88 Posts adver- tised	Change from 86-87 %	1986-87 Posts adver- tised	Change from 85-86 %	1985-86 Posts adver- tised	Change from 84-85 %
Research & devt/mnt	3,273	-26.1	4,431	+12.6	3,935	+25.6	3,133	-28.5	4,263	-40.2
Sales & marketing	2,840	-35.4	4,388	-28.1	6,204	-0.2	6,215	-2.4	6,068	-7.6
Production	5,512	-13.4	6,362	-16.7	7,636	+54.9	4,831	-4.3	5,152	-29.1
Accounting	5,830	-17.5	7,084	-10.9	7,925	+8.1	7,334	+15.2	6,368	-1.9
Computing	2,450	-41.0	4,119	-10.5	4,602	+37.0	3,358	-8.8	3,724	-13.5
General management	1,320	-5.3	1,384	-19.3	1,728	+16.8	1,479	+15.8	1,277	-2.4
Personnel	827	-32.9	1,233	+15.8	1,055	same	1,055	+18.3	900	-6.5
Others	8,764	-15.4	7,986	+9.4	7,307	+14.7	6,372	+16.2	5,484	-14.4
Total	28,798	-22.2	36,987	-8.4	40,402	+19.2	33,887	+2.6	33,236	-17.8
Oct-Dec	6,627	-26.8	9,048	-2.2	8,248	+17.8	7,850	-8.7	8,596	-3.3
Jan-March	8,387	-23.1	10,815	-2.7	11,223	+22.4	9,168	+4.1	8,804	-24.3
April-June	7,841	-16.7	9,176	-13.4	10,593	+23.2	8,597	+5.2	8,172	-21.5
July-Sept	6,191	-22.0	7,888	-15.8	9,338	+12.9	8,274	+8.0	7,664	-19.4

## FUND MANAGEMENT

## International Fund Managers

to £70k

Prospective candidates with a minimum of 4 years experience in various markets are in demand by our clients who are wishing to strengthen their global equities departments with well educated and productive individuals. You must be articulate and possess professional skills to meet the criteria of these expanding institutions.

## UK and Europe

to £60k

Candidates are invited from UK or European Fund Managers with a minimum of 2 years experience in their specialist areas. A proven performance record to date and excellent presentation skills, together with a first class education are essential.

## North America

to £60k

As a major force in the Life Assurance area would be interested in meeting candidates with an excellent degree and at least three years experience in actively managing North American Equities.

## East

to £40k

Currently assisting a number of Financial Institutions in their search for high quality individuals in the above area. Education and experience must be of the highest standard in expanding and prosperous companies. Secondment to Tokyo is a distinct for the successful candidate.

For a confidential discussion please contact Barbara Dabek or Richard Pope on 071-867 8899 (fax 071-867 8095), or write to them at Rathbone UK Ltd., South Quay Plaza II, 163 Marsh Wall, London E14 9PL.

RATHBONE  
FINANCIAL SEARCH AND SELECTION

## FINANCIAL INFORMATION SYSTEMS

City based vacancies  
Sales £30,000 - OTE £55,000  
Support £16-19,000

Immediate vacancy for  
Executive assistant to  
Managing Director - £18,000

Fifth Generation  
Recruitment Limited,  
71 Walling Street  
EC4M 9DD  
071 489 0340

## APPOINTMENTS WANTED

## THE U.S.A. CONNECTION

Los Angeles - based, mature well presented Australian, with broad-based medical and business background, seeks consultation position. If you are seeking a reliable U.S.A. connection with excellent references, let me be your representative. Available for interview Sydney, Adelaide, January, February.  
Reply Post Office Box 40921, Pasadena, California 91114.  
Telephone 818 353 4558, (U.S.)

## AN EXCEPTIONAL BUSINESS OPPORTUNITY

Three ambitious, self-motivated people to join top financial services team with one of the industry key players. Interested?  
Please telephone Peter on 051-948 8666

## Corporate Finance

Karrierechance in der Londoner City bei einer der bemerkenswertesten Investmentbanken der Welt. Zur Verstärkung unseres Corporate Finance und Kapitalmarktteams, suchen wir einen jungen.

Wirtschaftsjuristen, Wirtschaftsprüfer oder Steuerberater.

## DAS UNTERNEHMEN

- Global operierende Investmentbank, die sich unter den zehn bedeutendsten Underwriter für Anleihen und Aktien befindet. 'AAA' - Credit Rating.
- Zentrale für Europa mit Sitz in London und Tochtergesellschaften u.a. in Deutschland, der Schweiz, Holland und Italien.
- Annerkannter Marktführer: breitgefächertes Produktangebot, teamorientierte und engagierte Unternehmensleitung mit aussergewöhnlicher internationaler Erfahrung und Renommee.

## DIE POSITION

- Kapitalmarktberatung und allgemeine Corporate Finance Beratung.
- Pflege bestehender und Akquisition neuer Kundenbeziehungen. Enge Zusammenarbeit mit unseren Tochtergesellschaften im Europäischen Ausland sowie mit dem Sales- und Handelsteam.
- Sie werden der Gruppenleitung direkt unterstellt sein und die Gelegenheit haben, eine aussergewöhnliche Markt- und Produkterfahrung zu entwickeln.

## UNSERE ANFORDERUNGEN

- Ein abgeschlossenes Rechtswissenschafts- oder Betriebswirtschaftsstudium mit mindestens 2 Jahren Berufserfahrung. Basiskenntnisse im Bereich Kapitalmarkt.
- Verkaufsfähige Initiative, verbunden mit Überzeugungskraft und der Fähigkeit zur Kreativität während der Verhandlungsführung. Hohe Aufnahmefähigkeit und ein schnelles Umsetzungsvermögen.
- Persönlichkeit, die sich gut in ein professionelles und transaktionsorientiertes Team integriert.

Bitte wenden Sie sich, schriftlich, unter Beifügung eines Lebenslaufs an:  
Referenz: J9933  
54 Jermyn Street, London, SW1Y 6LX  
071-493 6392

## FINANCIAL SERVICES RECRUITMENT

## SANWA INTERNATIONAL PLC

Sanwa International plc is the flag ship investment banking subsidiary of The Sanwa Bank, Limited, the world's sixth largest bank. Sanwa International is expanding its London-based international investment management operation with the aim of becoming a major player in global investment management.

## FUND MANAGERS

As part of this programme, Sanwa International is looking to recruit a number of fund managers to strengthen its team covering all global markets. Applicants should have 1-5 years experience working in investments. Ideal candidates will be investment analysts currently working in a research department but looking to move into fund management or junior fund managers impatient for more responsibility. Applicants must demonstrate strong analytical ability. Career prospects are excellent. Several senior investment management posts are currently unfilled and will provide assured promotion prospects for the most able applicants.

The investment team will have the support of some of the most sophisticated technology available in carrying out their function.

## ECONOMIST

We are also seeking an economist with 1 or 2 years' experience. Familiarity with the main sources of macro-economic and industrial data is required. Knowledge of econometrics, statistics and use of computers (inc. spreadsheets) would be advantageous.

Salaries will be competitive and include standard banking benefits. Please write with full CV to:

Clive Ashworth  
Head of Personnel  
Sanwa International plc  
PO Box 245  
1 Undershaft  
London EC3A 8BR

INVESTMENT ANALYST  
OVERSEAS EQUITIES

Provident Mutual is one of Britain's leading Life and Pensions organisations. Our investment team in the City currently manage total funds of around £6 billion.

We currently have a vacancy for an Investment Analyst to join our U.S. team.

Ideally you will be a graduate with some investment experience of U.S. markets. Alternatively you might have a more general background in a City environment. In either case the ability to work as part of a team and

a keen attention to detail are essential qualities.

In return we offer career prospects particularly for those wishing to pursue a career in Fund Management and a whole range of benefits including mortgage subsidy, non-contributory pension, free life assurance and subsidised BUPA.

Please write with full CV including current salary to: Charlotte White, Senior Personnel Officer, Provident Mutual Life Assurance Association, 25/31 Moorgate, London EC2R 6BA.

## PROVIDENT MUTUAL

## BELGIAN INSTITUTIONAL BOND SALES

Due to the legislative reform and the ensuring market potential, a leading Belgian financial institution in Brussels, is seeking

## AN EXPERIENCED BOND SALESMAN

for its domestic bond and Treasury certificates desk.

The candidate must be fluent in both Belgium's languages, as well as English. A university degree and proven experience in international sales are required.

Letters to be sent to:   
should be addressed to: OPUS,   
Avenue Charles Quir 545, 1050 Brussels, ref. A-152.

## TELECOMS EXPERTS

are sought for operation and maintenance of telex and packet switching networks in the kingdom of Saudi Arabia.

Foreseen length contract, which will include 30 day home leave, local housing, car and performance bonus, is one year extensible to three.

Candidates shall send their Curriculum Vitae detailing education and work experience and specify the required professional fee.

Write Box A269, Financial Times,  
One Southwark Bridge, London SE1 9HL



## National Treasury Management Agency of Ireland



The Agency is the statutory body being established to manage Ireland's national debt of some IR£25 billion in a dynamic and cost-effective manner within defined risk parameters. It will also implement the Government's borrowing programmes. Price Waterhouse have been retained to recruit a number of professionals to work within four functional groups in the Agency's Dublin headquarters.

### Foreign Borrowing & Debt Management

This group will manage a foreign currency debt equivalent to IR£9 billion. Its responsibilities will include the arrangement, negotiation and operation of extensive international financing and treasury facilities such as bonds, medium-term notes, loans, commercial paper, Section 69 securities as well as currency and interest rate swap facilities and other derivative products.

### Domestic Borrowing & Debt Management

The management and development of the Exchequer's gilt market operations will constitute the major part of this group's activities. It will also be responsible for IR£ interest rate swaps, the Exchequer Bill system and a forthcoming commercial paper programme. The group's brief will include the development of the Government's schemes for the individual saver.

The Agency requires highly motivated, energetic and experienced professionals, experts in their field, to take on these high-level responsibilities. Remuneration arrangements will, therefore, be to the highest corporate standards.

Candidates should send a detailed CV, indicating their specific expertise and the areas in which they would become involved, to Tom Yeaton at:

### Risk Management

This function will manage the risks inherent in the Agency's currency portfolio. Interest rate risk and maturity profile. The work involves the rigorous on-going review and forecasting of the Agency's risk position against a fixed time-horizon, using techniques such as scenario and efficient frontier analyses. This group will make recommendations for the setting of risk parameters based on trends in the Irish and international markets and on a sound knowledge of domestic and international economies.

### Management Services

A sophisticated management services group will require qualified and experienced individuals in legal services, accounting/finance, internal audit, computer services and personnel management.

Price Waterhouse Management Consultants, Gardner House, Wilton Place, Dublin 2, Ireland.

**Price Waterhouse**



## RESEARCH ASSISTANT

The International Petroleum Exchange is the World's fastest growing energy Exchange. The Exchange is looking to create a new post to assist the Research Manager. Responsibilities will include the maintenance and dissemination of the Exchange's data, providing support to the growing computer system, and handling small research projects on behalf of senior Exchange management and Exchange members.

The successful applicant will need to be numerate to degree standard, and able to express his or her views clearly. A knowledge of the oil industry and commodities would be an advantage, together with some computer literacy. This post offers very good prospects for development and would provide a recent graduate with some work experience with an exciting challenge.

*In the first instance please send CV for the attention of:*

AJ Harris, IPE, International House, 1, St Katharine's Way, London E1 9UN

### BUSINESS ECONOMIST/ MANAGER PLANNING/PLANNING ANALYST

A leading international consumer goods company in the Geneva area is looking for young talented professionals with good interpersonal communication skills for the following positions in its fast growing Planning and Business Development department:

#### BUSINESS ECONOMIST

Reporting to the Director of Planning and Business Development, he has direct responsibility for demand forecasting and assessing market dynamics in terms of segmentation, pricing and competitive activities working closely with Marketing, Finance and Field Functions. He develops mathematical models for deriving and advising on pricing strategies. His duties include analysing tax structures and their impact on industry and developing alternative tax proposals and strategies. His consulting skills are made available to senior management and affiliates.

#### The ideal candidate will have

A degree in economics with specialization in econometrics and at least two years' corporate experience. Exposure to a FMCG marketing environment is desirable.

#### MANAGER PLANNING

Reporting to the Director of Planning and Business Development he plays a key role as an internal business consultant to senior and line management in strategy formulation and in business development projects. He administers the formal planning process, writes planning guidelines, develops calendar of events and ensures timely implementation. He also drafts, coordinates and compiles the organisation's strategic plan document, and is expected to initiate ideas and proposals in response to business opportunities and threats.

#### The ideal candidate will have

An advanced business degree (MBA), and/or

A degree in economics or an appropriate professional qualification (eg. accountancy), and at least two years' experience in a corporate planning function. Exposure to a FMCG environment is desirable.

#### PLANNING ANALYST

Reporting to the Manager Planning, the incumbent is responsible for providing support in environmental and strategic business analysis, primarily in conjunction with the organisation's strategic plan, in response to particular business issues and in support of new business development projects. He assists in defining and implementing optimal business strategies, and helps in evaluating and updating project alternatives, and in making recommendations to senior management.

#### The ideal candidate will have

An advanced business degree (MBA), and/or

A degree in economics or an appropriate professional qualification (eg. accountancy) with at least two years' relevant professional experience. Exposure to a FMCG marketing environment is desirable.

The company offers a stimulating opportunity to use and develop your skills among professionals in an international environment, superb career prospects, optimal working conditions and an excellent remuneration package commensurate with your qualifications and experience.

For details write with full C.V. to:  
L. Rauschenbach  
13 Chemin des Chamusces  
CH-1234 Vevey/Switzerland

### AGENTS

#### GOLD EMPRESS ALASKAN - 250

"State-of-the-Art" Placer Gold Mining and Recovery Equipment, designed, engineered and proven successful on the rugged terrain of the Alaskan gold fields, this fully portable placer gold recovery plant has consistently demonstrated capability of processing 250 cubic yards per hour at costs less than \$2.50 per cubic yard. This low cost, high production capacity equipment is now available for international sale and distribution in most gold producing countries. Agents needed now to represent The Gold Empress - Alaskan 250 in respective countries.

#### DISTRIBUTION INQUIRIES WELCOME

GOLD EMPRESS MINING EQUIPMENT COMPANY  
2925 DEAN PARKWAY, SUITE 300  
MINNEAPOLIS, MN 55416 U.S.A.  
TEL: (612) 925-8326  
Fax: (612) 925-8320

## Marketing Risk Management Products

SECURITY PACIFIC MERCHANT BANK has built a reputation as one of the premier houses in the derivative products area.

Its Interest Rate and Currency Risk Management Group is looking to expand its marketing team by hiring an additional experienced professional, to focus particularly on the Scandinavian market. The candidate will possess a thorough understanding of quantitative methods to degree level and in addition will have acquired a minimum of 1 year's experience in marketing capital market or risk management products.

This senior level appointment will provide not only a competitive remuneration package, but also the opportunity for the successful candidate to work in a team environment for an institution which enjoys industry-wide recognition.

Career details should be sent to:  
Patrick J. O'Hara,  
Vice President,  
Security Pacific  
Hoare Govett  
(Holdings) Limited,  
Security Pacific House,  
4 Broadgate,  
London EC2M 7LE.



### ACCOUNT MANAGER, EUROPE

#### City

A highly respected Banking Group which is committed to the European market is seeking a senior marketer to join the corporate banking division. Managing a small team focussing on Continental Europe you will be marketing a full range of banking products, responsible for increasing the client portfolio and maintaining existing relationships. You will have a strong credit background and proven marketing skills. Fluency in a major European language is an advantage. Ref: 140959

### CREDIT ANALYST

#### City

Working in close liaison with the marketing team of a leading European Bank you will be providing industrial analyses and financial forecasts for a range of UK corporates and will be involved in making presentations to the credit committee. You will have a thorough understanding of credit issues ideally gained from a graduate training programme within a clearing or international bank. This is an excellent opportunity to progress into a marketing role. Ref: 142855

If you are interested in these or similar opportunities, please write to or telephone Sarah Adcock or Sean Carr on 071-256 5041, Carrington Heath, 25 City Road, London, EC1Y 1AA.  
Fax: 071 374 8848 Telephone: 071-256 5041

**CARRINGTON HEATH**  
RECRUITMENT CONSULTANTS  
London, Guildford, St Albans, Windsor, Bristol

#### Japanese Derivative Trader

to £40,000

A minimum of 3 years' experience of trading derivatives is required for City Securities House. Your experience will include knowledge of Options, Futures and Arbitrage

#### ECU Trader

SAAE

Expansion within major international Bank has led them to seek an experienced ECU Trader. The successful candidate will have 1-2 years' experience in trading ECUs. Graduate preferred.

#### Primary Trader

to £25,000

Excellent opportunity to move into reputable Securities House for Eurobonds Trader with one year's experience to include trading New Issues in major currencies.

#### Spot Sterling Trader

SAAE

Major International Bank seeks experienced Spot Sterling Dealer with at least 2 years' experience in this field.

#### Junior Dealer

to £20,000

Unique opportunity for junior Dealer with 6 months' experience of cross currencies to join City Bank. Excellent knowledge required to take on responsibility for trading own book.

For further information please telephone or send your CV, in strict confidence, to Tim Ricks, Joslin Rowe Associates (Rec Cons), Bell Court House, 11 Blomfield Street, EC2M 7AY.  
Tel: 071-633 1266  
Fax: 071-362 9417

A MEMBER OF THE BLOMFIELD GROUP  
**JOSLIN ROWE**  
Banking

### Russell MANAGER RESEARCH ANALYST

Frank Russell International, a leading investment consultancy, is seeking to appoint an analyst. The successful candidate will be involved in the evaluation of investment management organisations across Europe on behalf of major institutional investors around the world.

Applicants should have experience of financial markets and be educated to degree level as a minimum. Age 25-35. Please give some indication of current salary.

Contact: Jane Chapman, Director of Manager Research  
Frank Russell International, 75 Wimpole Street, London W1M 7DD.  
Telephone: 071-486 8500.

## EUROPEAN EQUITIES FUND MANAGER

£50,000  
+ Mort Sub  
+ Bonus

The City



### APPOINTMENTS WANTED

#### O.B.S. TRADER

Male, 26, experienced technical POSITION TAKER  
In all treasury products with emphasis on derivatives  
SEEKS Position with innovative house offering  
Pro-rata remuneration

Please reply to Box A282 One Southwark Bridge, London SE1 9HL

### Advertise your house

in full colour in the  
Weekend FT.  
To find out more,  
call  
Lesley Proctor  
on 071-873 4896

## OTC Interest Rate/Currency Options Trader

A prestigious City Investment Bank is expanding its trading activities, and accordingly wishes to recruit a specialist in either interest rate or currency options. The role will require a combination of technical and trading skills, and the energy to contribute to the development of the department. Ideal candidates will have an excellent academic background together with a successful track record. Age 25-33 would be preferred.

Call Tim Sheffield on 071-623 1266

Jonathan Wren & Co. Ltd., Recruitment Consultants  
No. 1 New Street, (off Bishopsgate), London EC2M 4TP  
Tel: 071-623 1266, Fax: 071-626 5258

**Jonathan Wren Executive**

## S. European Marketing to £50,000

Major international bank seeks experienced account manager to market a full range of bank services to large corporates and quasi government organisations in Southern Europe. Three years' marketing experience with a large City bank, an established European client base and fluency in Spanish/Italian is essential. Age range 28 to 40.

Call Jan Perrin on 071-623 1266

Jonathan Wren & Co. Ltd., Recruitment Consultants  
No. 1 New Street, (off Bishopsgate), London EC2M 4TP  
Tel: 071-623 1266, Fax: 071-626 5258

**Jonathan Wren Executive**

## French Speaking Corporate Marketing Officer c£35,000

Premier European Bank that values quality of service and strong long-term client relationships seeks French speaking graduate corporate/commercial marketing officer. If you are between 25 and 35 with minimum 3 years marketing experience, strong credit analysis and have completed graduate training scheme with major bank...

Call Ron Bradley on 071-623 1266

Jonathan Wren & Co. Ltd., Recruitment Consultants  
No. 1 New Street, (off Bishopsgate), London EC2M 4TP  
Tel: 071-623 1266, Fax: 071-626 5258

**Jonathan Wren Executive**

521 من الاصل



# Senior Analyst

**Industrial Project Finance**  
**AAA Rated Financial Group**

To £35,000 + Bonus

London

Opportunity for a bright, numerate professional to grow within this quality international financial services company. Career prospects are outstanding.

## THE COMPANY

- ◆ Prime rated, highly profitable US financial services group with an excellent record of successful investment.
- ◆ London based unit providing 'Pan European' 'big ticket' project and structured finance.
- ◆ Substantial underwriter and provider of equity, mezzanine and senior debt finance supported by a quality credit process.

## THE POSITION

- ◆ Drive the investment process through objective and thorough analysis of transactions.
- ◆ Considerable client contact with direct responsibility for transaction analysis, structuring and closure.

◆ Critical role in the investment management arm with a high level of responsibility and autonomy.

## QUALIFICATIONS

- ◆ Ideally a graduate with an MBA, ACA and/or Bank credit training, aged 26-32, with excellent analytical and presentation skills.
- ◆ A background in industry or finance demonstrating maturity, an independent mind and attention to detail.
- ◆ Fully conversant with the analysing, structuring and documenting of transactions. P.C. and proven financial modelling skills essential.

Please write enclosing full cv, Ref J4201  
54 Jermyn Street, London, SW1Y 6LX  
071-493 6392



FINANCIAL SERVICES RECRUITMENT

## INTERNATIONAL STRUCTURED FINANCE

CENTRAL LONDON

£ SUBSTANTIAL

Reputable International Bank seeks to recruit an experienced and successful Financial Engineer as part of a small team.

Previous experience in the creation of SWAP based structures, cash flow models and spreadsheet modelling is essential and should be combined with a broad based banking background and the ability to take and convert qualitative descriptions into computer models for pricing and risk assessment. Familiarity with the various 'vanilla' instruments and extensive technical knowledge is assumed.

Coupled with this the successful applicant will have well developed communication and interpersonal skills and will be able to deliver against agreed plans.

In return we offer a substantial salary and benefits package together with future development potential.

Interested applicants who will have no less than two years experience in a similar role and can demonstrate a proven track record should write with a comprehensive C.V. including details of current remuneration to Box No A281 Financial Times, One Southwark Bridge, London SE1 9HL

## PORTUGUESE SPEAKING DEALER

SAL. UPTO £30K + BEN.  
Investment Bank in the City

requires a fluent Portuguese speaking dealer with previous exp in deposits/FX spots and forwards.  
Age 25-30.

Please call Eagle Recruitment on 071-823 9233  
57 Brompton Road, London SW3 1DP.

## FINANCIAL/BUSINESS ANALYSTS

Central London

Enron Europe Ltd is a newly formed subsidiary of a £multi billion, U.S. based energy corporation. The company is establishing European energy related businesses and seeks four analysts who will report directly to unit Presidents.

Responsibilities will include market research and financial analysis of business opportunities embracing a range of project work in all aspects of Enron's business development activities.

Candidates will possess university degrees in finance, business or engineering related disciplines with a minimum 3-5 years experience. Analytical skills, in depth knowledge of financial modelling and exposure to tax issues are requisites together with the commitment, energy, enthusiasm and interpersonal skills to thrive in a growth environment. Foreign language skills would be an advantage.

Enron Europe Ltd. offers attractive compensation and benefits packages commensurate with experience and qualifications. Applicants should send a comprehensive C.V. to: Personnel Department, Enron Europe Ltd, 34 Park Street, London W1Y 3LE

# ENRON

## Professional Interim Executives to give you security

Our extensive register of exceptionally able, experienced and successful executives with banking and financial services expertise provides the right individual for short or long-term assignments, one-off projects or unexpected crises.  
Telephone Derek Mortimer on 081-335 3135

TRIPLE A

Triple A, 18 Lawrence Avenue, New Malden, Surrey KT3 5LY.

## MARKETING EXECUTIVE GOOD CITY CONNECTIONS?

Enthusiastic and able to negotiate and sell? Could you take on a challenging assignment marketing a high quality business information product to banks, accountancy practices, solicitors etc? Fee negotiable.

Write in confidence to: Box A284, Financial Times, One Southwark Bridge, LONDON, SE1 9HL

## JOB OPPORTUNITY

Requires capable General Manager for Weaving Factory in UK with experience of 10 years in Weaving/Textile factory, having master degree in Business Administration. Age 35-45 years. Candidates should send a resumé in total confidence to:

GENERAL MANAGER  
P.O. BOX 58985  
RIYADH-11515  
SAUDI ARABIA

## MANCHESTER BUSINESS SCHOOL

CO-OPERATIVE BANK CHAIR IN CORPORATE RESPONSIBILITY

### THE CO-OPERATIVE BANK

APPLICATIONS ARE INVITED FOR THE CO-OPERATIVE BANK CHAIR IN CORPORATE RESPONSIBILITY. THE POST PROVIDES AN OPPORTUNITY TO PLAY A LEADING ROLE IN THE FUTURE DEVELOPMENT OF THIS SUBJECT AT ONE OF EUROPE'S PREMIER BUSINESS SCHOOLS AND BUILDING LINKS WITH THE CO-OPERATIVE BANK AT A TIME OF EXCITING GROWTH AND DEVELOPMENT.

CANDIDATES SHOULD BE OUTSTANDING INDIVIDUALS CAPABLE OF PLAYING A LEADING ROLE IN THE DEVELOPING RESEARCH AND TEACHING IN CORPORATE RESPONSIBILITY LOCALLY, NATIONALLY AND INTERNATIONALLY. THEY SHOULD HAVE A PROVEN RECORD OF ACHIEVEMENT IN RESEARCH, TEACHING AND/OR BUSINESS. THE PROFESSOR WOULD BE REQUIRED TO EXPLORE THE RELATIONSHIP, PAST AND PRESENT, BETWEEN THE PRACTICE OF SOUND CORPORATE RESPONSIBILITY AND BOTH THE PROFITABILITY AND LONGEVITY OF BUSINESSES. CANDIDATES SHOULD BE ABLE TO DEMONSTRATE AN ABILITY TO SHAPE THIS NEW AND EXCITING DISCIPLINE. THE APPOINTEE IS EXPECTED TO PLAY A LEADING ROLE IN ESTABLISHING THE SCHOOL'S INTERNATIONAL INSTITUTE FOR CORPORATE RESPONSIBILITY AS A MAJOR CENTRE OF EXCELLENCE.

POTENTIAL CANDIDATES ARE WELCOME TO CONTACT EITHER THE DIRECTOR OF THE SCHOOL, PROFESSOR TOM CANNON OR THE DEAN, PROFESSOR R. L. PAYNE (TEL: 061-275 6333) TO DISCUSS THE POST INFORMALLY.

THE SALARY IS EXPECTED TO BE WITHIN THE NORMAL PROFESSIONAL RANGE (minimum £24,783 p.a. (under review)). FURTHER PARTICULARS MAY BE OBTAINED FROM THE REGISTRAR, THE UNIVERSITY, MANCHESTER M13 9PL (TEL: 061-275 2028) TO WHOM APPLICATION (ONE COPY SUITABLE FOR PHOTOCOPYING) SHOULD BE MADE BY 16TH NOVEMBER 1990. QUOTE REF 23490.

MANCHESTER BUSINESS SCHOOL  
UNIVERSITY OF MANCHESTER  
THE UNIVERSITY IS AN EQUAL OPPORTUNITY EMPLOYER

## LENDING BANKER Prospective Director

Close Brothers Ltd wishes to appoint a prospective director to its Lending team.

Established in 1878, Close Brothers was the subject of a management buyout in 1973. It has since maintained continuous profitable growth as a merchant bank specialising in identifying and meeting the financing needs of owner-managed companies. The Lending team combines flexibility of approach to customers with rigorous standards of assessment and active management of the loan book.

The appointment could be attractive to merchant bankers seeking career advancement or to fast track commercial bankers wishing to be free of the disadvantages attaching to large organisations. The man or woman appointed will be an experienced secured lender, willing and able to tackle all aspects of transactions and with the social skills to develop and maintain relationships with customers. A market related package of salary, bonus, share options, car and benefits is negotiable. Please write in confidence, or telephone for further information, to our recruitment adviser, John Davis at Close Brothers Ltd, 36 Great St Helen's, London EC3A 6AP. Telephone: 071-283 2241.

A member of Close Brothers Group plc

Close Brothers Limited



## HEAD OF CREDIT GROUP

Hessische Landesbank-Girozentrale, London Branch is seeking to recruit a fluent German speaker to head its Credit Group.

Candidates should be able to demonstrate good leadership and organisational skills and have several years' experience of both credit analysis and loans administration/documentation.

Remuneration will be commensurate with age and experience and will include a generous benefits package.

Applicants should forward a C.V. giving full details of their career history to date to:

The Deputy General Manager  
Hessische Landesbank-Girozentrale-  
London Branch  
8 Moorgate,  
London EC2R 6DD

All applications will be treated in strictest confidence.

**Helaba Frankfurt**  
Hessische Landesbank -Girozentrale-  
London Branch

## APPOINTMENTS WANTED

## EXPERIENCED ADMINISTRATOR

with Chemical engineering and commercial background, worked in international environment, fluent in Russian language, four years experience in Soviet Union, good ministerial contacts, seeks challenging general management/liaison assignments. Available for relocation early '91.

Please write to Box A271, Financial Times, One Southwark Bridge, London SE1 9HL

MERGERS AND ACQUISITIONS, LEVERAGED BUYOUTS: their success depends as much on high quality research as financing. The ability to gather and analyse information and generate innovative ideas for our clients, has made Bankers Trust a major force in Corporate Finance. It calls for research and information that is always one step ahead of the field.

Bankers Trust is building up its research capability in Europe and there are now FOUR new positions in LONDON, PARIS, MILAN and FRANKFURT.

## INDUSTRY RESEARCH ANALYSTS (EUROPE)

As a member of a team of professionals, you will take responsibility both for on-going research into identified target industries and companies, primarily covering the UK and Continental Europe, together with ad hoc projects. You will work closely with client managers and product specialists developing proposals to present to clients.

For the positions in Continental Europe you will help to build up a knowledge of sources of information together with responsibility for the information needs of the offices in close liaison with the London Office.

You should have at least 3 years' relevant experience in industry, management consultancy, banking, market research or as a brokers analyst, including some European industry research. A numerate graduate, you will have proven analytical skills and a track record in developing successful ideas for industries which are restructuring. The ability to communicate effectively both verbally and in writing with all corporate levels is essential.

For the positions in Continental Europe you will need to be bilingual in English and the language of the country.

The positions offer both the opportunity for career development in Corporate Finance in one of the most successful global merchant banks, as well as an attractive salary and benefits package, including bonus potential.

Please write enclosing a CV to our consultants, BBM Associates at 76 Watling Street, London EC4M 9BJ or 'phone 071-248 3653, Jane Hayes or Kevin Byrne (evenings 076382-728). Alternatively use the confidential fax line on 071-248 2814. All applications will be treated in strictest confidence.

**Bankers Trust Company**

## BORED AND FRUSTRATED?

We might have the answer. This is an exceptional business opportunity with an established track record in the U.S.A. and U.K. Currently expanding into Germany.

Part-time and full time openings available. Substantial income and capital potential.

Telephone Willwell Ltd. on 071 233 1050

## Appointments Advertising

appears every Friday in the International Edition

Wednesday, Thursday (in the UK Edition)

For further information in North America please call:

JoAnn Gredell  
on 212 752 4500

or write to her at 14 East 60th Street New York, NY 10022

FINANCIAL TIMES

(EUROPE'S BUSINESS NEWSPAPER)

## FUTURES AND OPTIONS

The GNI group are leading European specialists in derivative products. We are seeking a high calibre economics graduate for our London office's Research department. The post entails monitoring financial futures markets and demands a strong analytical/mathematical background. The ability to write lucidly to tight deadlines is also essential. Interested candidates should apply to Brian Durrant on 071-378 7171 or by writing in confidence to the address below:

AFBD  
MEMBER

GNI  
GROUP

GNI Limited  
Colechurch House  
1 London Bridge Walk  
London SE1 2SX

## LAW or BUSINESS GRADUATES required as Conference Producers

By rapidly expanding international company. Must be intelligent, informed, articulate and entrepreneurial.

French an asset.

Work with leading experts to create innovative dynamic conferences in UK and Europe on trends in business or changes in the law.

For the job of a lifetime, send CV to The Law and Business Forum, 26 Green Street, London W1Y 3FD or call 071-499 8895

## INTEREST RATE PRODUCTS

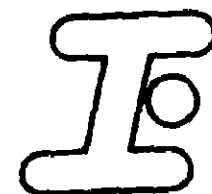
First Austrian International Ltd, the London based securities investment subsidiary of First Austrian Bank, (DIE ERSTE österreichische Spar-Casse - Bank) wish to recruit a graduate, preferably with one year's market experience, to join a highly motivated and integrated team trading Interest Rate Derivatives.

Ideally candidates will be highly numerate graduates who are articulate, self motivated and willing to accept responsibility at an early stage.

Remuneration, augmented by a range of benefits, is negotiable and will reflect the calibre and performance expected of the successful candidate.

Please apply, enclosing a full CV to:

FIRST AUSTRIAN  
INTERNATIONAL LIMITED  
Att: Christel Fielding  
Eldon House  
2 Eldon Street  
London EC2M 7BX



First Austrian International Limited



## TOP OPPORTUNITIES

### SENIOR POSITIONS IN GENERAL MANAGEMENT

# Could you take over responsibility for our sales companies in thirteen different countries?

## About the job

Our Distribution Division includes our subsidiary companies in Norway, Denmark, Finland, The Netherlands, Germany, France, Belgium, Italy, Spain, Austria, the United Kingdom, the USA and Canada, between them employing more than 900 people, together with their operational plant and service equipment.

International distribution of our products and contacts with overseas markets are mostly through these fully-owned sales companies, each of which maintains direct local contacts with Avesta's customers.

We are now intending to appoint someone to fill the newly created post of Divisional Manager, whose job will be to strengthen and develop our customer service and striking power on these markets, with particular emphasis on 1992 and the advent of the Inner Market.

The new Divisional Manager will also be expected to implement Avesta's distribution policy which involves our being able to offer a complete range of products and services everywhere where stainless steel products are concerned.

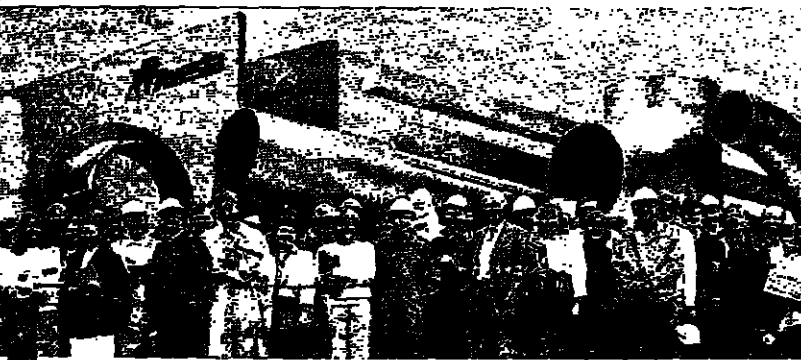
He or she will report directly to our Director of Marketing, Hans Jacob Wærn, who is also Deputy Managing Director of Avesta AB.

## About our strategy

Avesta's strategy is based on two main product streams, one of them embracing an extensive range of standard products, the other consisting of specialized stainless steel qualities. This strategy is reflected in the way our company is organized and in the way we work.

A further objective is to ensure that Avesta maintains its position as a leader in those fields in which we have chosen to operate. Its achievement involves a strong sense of initiative where both technical developments and commercial flair are concerned.

Our market strategy has as its main objective the ability to offer a complete range of products and ancillary services in every field in which stainless steel products are to be found.



## About your application

A proven track record in senior positions in the fields of international marketing and industry is a prerequisite for the post of Manager of the Distribution Division. Experience of the steel industry would be an advantage, but is not essential.

Our Director of Personnel, Alf Wedmalm, will be happy to reply to enquiries about what the post involves. We shall also be pleased to send you our information package, which includes a presentation of the company and a copy of our latest Annual Report & Accounts. Applications should be in writing, accompanied by a full CV, and should be addressed to Avesta AB, Box 16377, S-103 27 Stockholm, Sweden, and marked for the attention of Alf Wedmalm, Director of Personnel, no later than 16 November, 1990.

Avesta AB  
Box 16377  
S-103 27 Stockholm, Sweden  
Tel: + 46 8 788 50 50 - Fax: + 46 8 788 57 96



## About the location

Most of our production is based in the towns of Avesta, Degerfors and Torshälla, with our R & D Division also based in Avesta. The company's head office is in Stockholm.

The new Manager of the Distribution Division will probably be based in Stockholm, but may possibly be based elsewhere in Europe, since the job will involve close contacts with our sales subsidiaries. The most important consideration here will be the availability of fast communications and travel facilities within easy reach.

## About the way we see ourselves

The whole of our business activities are based on our mastery of the problems of corrosion in plant, apparatus, vehicles and appliances with the help of stainless steel.

Our objective is to be the best people to come to, and the most reliable. We aim to achieve that objective by working together with the people who use our products and sharing our expertise with them. We call it Modern Steelmanship.

## About the company

Ours is a young company, but its roots go back a long way. The present Avesta was created in 1984 from the stainless steel interests of Avesta Jernverk, Nyby-Uddeholm and Fagersta.

The idea behind the creation of Avesta was to bring together Sweden's resources in the field of stainless steel in a single unit and give it striking power on the international scene. Today our range of products is the widest offered by any company, anywhere in the world.

Ours is a success story, and it's now time to take the offensive. For the demand for stainless steel is increasing, thanks to the fact that it fulfils increasingly rigid requirements as to environmental acceptability, hygiene and economy of maintenance.

Avesta AB is organized in divisions producing billets, hot rolled plate, cold rolled sheet and strip. There are also wholly-owned or part-owned subsidiaries producing tube, bar, wire and welding materials. The overall number of employees in the Group is approx. 6,000. Sales total SEK 8,500 million a year, of which exports account for 80%. The wholly-owned sales companies that form part of the Distribution Division between them cover all the world's most important markets.

# LAURA ASHLEY

## CHIEF EXECUTIVE

"I am looking for a Chief Executive to lead Laura Ashley into its next phase of development. From its beginnings in 1953 as a designer/manufacturer, the company has passed through several stages of steady growth to its present position as a retailer and brand leader, with now only 40% of its own manufacturing capacity. The next phase will concentrate mainly on brand expansion and on continued retailing growth in major markets. In the past we have kept licensing to the minimum and consequently there is a great deal of brand value in the ground. The person to lead this development must have sympathy with the product and must also live the same lifestyle that it promotes.

A past record of achievement in the same or similar field is necessary, and apart from the above considerations, a strong business and commercial sense is vital. Our new international corporate home is in Maidenhead where we are gathering a new middle and senior management team."

Sir Bernard Ashley



Please write in strict confidence to Barry Underwood, our Board's advisor, at Coopers & Lybrand Deloitte Executive Resourcing Ltd., 76 Shoe Lane, London EC4A 3JB quoting reference BU/748/ET, or fax our private numbers 071 583 5690/248 4752.

## FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER

désire vous faire part d'un accord publicitaire avec  
**LES ECHOS**  
le quotidien de l'économie le plus important en France.

Une annonce dans le **FINANCIAL TIMES** et **LES ECHOS** augmentera de façon substantielle l'impact de votre message sur les cadres dirigeants en Europe.

Chaque semaine les annonces paraîtront dans les Echos le mardi et dans le Financial Times le mercredi (le vendredi dans l'Edition Internationale du Financial Times).

Pour de plus amples renseignements, veuillez contacter:

STEPHANIE SPRATT  
071 873 4027

# BBC BBC BBC

## Head of Business Management

### Post Production Resources, Television

Post Production Resources, is a recently-formed department in BBC Network Television providing skilled post production services to programme makers including editing programmes from Light Entertainment and Sport to Drama and the Arts.

The department operates in a competitive and rapidly changing business environment and the Head of Business Management will have the opportunity to set up and run an efficient Unit providing a professional business management service. The post will carry significant responsibility for the management of all business affairs including a wide range of commercial activity and the administration of staff payments and entitlements.

The operating budget of the department is large and many substantial transactions are concluded with suppliers and facility companies. The senior managers will rely on the Head of Business Management for professional support in negotiating and concluding contracts and price agreements, and for the preparation of business plans.

Success in this post will require experience at an appropriate level in at least two of the following: operational management in a related field, financial management, or general business management. While you may have an appropriate financial or business management qualification, you must have proven administrative ability and a thorough knowledge of business systems and the application of computers. Well developed interpersonal skills are essential in order to operate effectively within the BBC and externally.

Based West London, we are offering a salary of up to £32K p.a. on a short-term contract or up to £28K p.a. on a continuing/pensionable contract. A higher salary may be considered for an exceptional candidate. Relocation expenses are available where appropriate.

For further information please telephone Mark Waters, Head of Personnel, Post Production Resources on 081-676 7845 or send a CV (quote ref. 6221/P) to BBC Corporate Recruitment Services, London W1A 1AA, to arrive by November 19th.

WE ARE AN EQUAL OPPORTUNITIES EMPLOYER

# BBC TELEVISION

## ? ENTREPRENEUR ?

Can you demonstrate a successful business track record in an entrepreneurial environment in a senior position?

Are you capable of handling a start-up venture?

If you have these qualities and are looking for a new challenge we are looking for a person to assist us in launching an exciting new marketing concept.

For further details call us on:  
071 872 5632

The  
Top Opportunities Page  
appears every Wednesday.  
To advertise in this section,  
Please contact:-

Elizabeth Arthur  
071-873 3694

Stephanie Spratt  
071-873 4027

A premier Fitness & Conditioning manufacturer is now restructuring its European operation to position itself for 1992+ We therefore have need for the following staff members to join an enthusiastic and proven successful team.

**European Sales Manager** to spearhead the Sales & Marketing effort through existing and new distributors in Europe and beyond. Written and oral fluency in major European languages - good negotiator and communicator must be highly self motivated, a proven achiever, and thrive on pressure with almost impossible deadlines. Opportunities unlimited

**Accounting Manager** - To be responsible for the Supervision and control of all accounting functions. Knowledge of taxation, VAT, multi-currency sales and invoicing. Responsibility for budgetary, management and corporate reporting. The position requires an Accountancy Degree and a minimum of 3 years recent accounting related experience. Must be self starter and possess an enquiring mind. The abilities of the successful candidate will determine the salary & prospects.

**Multi-Lingual Customer Service Personnel** required to join an already excellent U.K. team and enable us shortly to offer the same unrivalled service into Europe. Technical training will be given. Fluency in major European languages, both oral and written are a prerequisite, but personality and motivation are also highly necessary.

The potential for the future is phenomenal.  
Be part of that future.  
Write in strict confidence with full career details to:  
The Managing Director, Box A99.1, Financial Times,  
Number One Southwark Bridge, London SE1 9HL.

## Investor Relations Manager

### Major Plc

### London

In excess of £50,000 plus executive benefits

Our client, a high profile, "top 100" business, is shortly to achieve a full stock market listing. The company now seeks a key executive to establish and manage the new investor relations function.

The primary role of your department is to act as a communication link between the company's Board of Directors and the investment community. You will develop good relationships with substantial existing and potential shareholders, communicate the corporate message to major brokers and key financial journalists, monitor the composition of the share register and recruit and manage the staff in your department.

You may currently be an Investor Relations Manager for a Plc. Alternatively, you may occupy a senior position within a financial public relations consultancy. This is a high profile role and the ability to communicate data and discuss strategy at Board level is a prerequisite. In addition, you must be able to demonstrate drive, presence, tact and a strong management record.

For a strictly confidential discussion please telephone or write to Richard Chandler or Geoffrey Mather quoting reference 1361 at FLA, 16 Old Bond Street, London, W1X 3DB. Tel: 071 - 491 3811.



هنا من الاصل



## ACCOUNTANCY COLUMN

## Five reasons not to trust company figures

By Geoffrey Holmes and Alan Sugden

JUDGING by the press comment, the present problems at Polly Peck came as a complete surprise to lots of people, not least the many private shareholders who gathered in the ballroom of the Grosvenor House hotel at the company's annual meeting last May to hear Mr Asil Nadir wax lyrical on his company's destiny.

Arguably, the euphoria of that occasion was a warning in itself, but the writing was on the wall well over 12 months earlier.

Here are some points worth noting in the figures that Polly Peck reported for the 15 months to December 31 1989. First, £27.8m of interest receivable on soft-currency deposits is netted off against £40.6m interest payable on mainly hard-currency borrowings.

Second, a £170m write-off on net investments overseas is taken direct to reserves, in spite of the revaluation of tangible fixed assets before translation. The write-off exceeded the reported pre-tax profit for that period by more than £25m.

Polly Peck aside, there are five main reasons why, in our view, company accounts cannot be relied upon to give a "true and fair view", despite any clean bill of health from their auditors.

The present accounting rules can and do make nonsense of some figures. For example, the preferred method of dealing with purchased goodwill, writing it off immediately to reserves, left SmithKline Beecham with negative shareholders' equity of £296.5m after the merger, compared with a market capitalisation of more than £2bn.

We are glad that a recent exposure draft proposes to stop "immediate write-off", but disappointed that it does not require that purchased goodwill from previous years should be written back into the balance sheet.

Thus millions of pounds of shareholders' money spent on acquisitions may remain written off, distorting any calculation of "return on capital employed" and similar ratios, unless the cumulative figure for goodwill

## Doing as others do results in standards of auditing drifting down to the lowest common denominator

written off direct to reserves is available to be added back.

The second reason is that the present rules give companies far too much flexibility. For example, there are two completely different methods presently allowed in accounting for acquisitions, although ED 48 proposed to forbid the use of merger accounting in most cases.

The third reason why we are wary of taking company accounts at face value is the enormous influence that seemingly quite small changes in accounting policies can make to reported results. For example, in 1988 Cityvision, the video hire company, changed the useful life of its tapes

from 15 to 30 months, reducing depreciation by £2m and by doing so boosted its reported profits by 58 per cent.

Going in the other direction, Cray Electronics, less than a month after announcing annual pre-tax profits of £17.03m for the year to April 29 1989, called in an independent firm of accountants to review the group's accounting policies.

Items reviewed included the capitalisation of research and development expenditure, property profits, extraordinary items, recognition of income and costs, sales to joint venture companies and the use of merger accounting. The outcome was a reduction in the pre-tax figure to £5.4m and the company is now under new management.

Even if companies only capitalise a small amount of interest, R&D expenditure or start-up costs, it is often a warning signal. Stock Shop capitalised overseas start-up costs of only £354,000 but that may have contributed to the company's downfall.

Our fourth reason is the seemingly endless ingenuity of some financial advisers in devising new ways of "helping" clients. It is rather like the Magic Circle: every day a new trick.

Companies used to enjoy long-term and trusting relationships with their merchant banks, and many still do, but in these days of competitive free-for-all, new financial instruments are hawked around the City by deal-oriented banks intent on generating substantial fees for themselves, with scant regard for the long-term interests of their clients.

A classic example was the rash of convertible bonds issued by some large UK listed companies in the heady days before the October 1987 market fall. The companies were persuaded to include a "put" option for the purchaser, which, as we said to Mr George Davies, then chairman of Next, at the time, meant: "Heads the investor wins, tails he can't lose: from the company's view there must be a snag in this somewhere."

Next is now faced with the likelihood of having to redeem almost £50m of 6.75 per cent convertible bonds in January 1992, followed by a further £100m of 5.75 per cent before the end of that year, timings which may prove more than inconvenient. Exotic offshore funding is another confusing factor, although there may well be tax advantages.

Even so, we do find it quite a struggle to make sense of balance sheets in which minorities exceeded shareholders' funds, as they did in the most recent accounts of BHH, a property investment company, because of a £45m issue of cumulative redeemable preference shares by a Cayman Islands subsidiary.

Our fifth reason is that auditors, in spite of the charade of being appointed by the shareholders at the AGM, are effectively in the pay of the directors. So when directors want to take maximum advantage of accounting rules and loopholes to enhance reported profits, auditors may be tempted to let them do so, easing their consciences by making sure that what is being done is shown in an obscure note to the accounts.

YEOMAN  
FOSTER YEOMAN LIMITED

We are a privately owned family quarrying company with an annual turnover of £100m.

We supply construction aggregates to U.K. and European markets.

We are seeking a

## FINANCIAL CONTROLLER

Who can head up a small team with a confident and out-going style. The successful applicant will be self-motivated and energetic and have a practical hands on approach.

If you are ACA or ACCA qualified and seek a high profile position, working in a delightful parkland setting in a Grade II listed mansion, we would like to receive your written letter of application and a full C.V.

Gerard Smart FCA FCT  
Finance Director  
Foster Yeoman Limited  
Marston House  
Marston Bigot  
Rome  
Somerset BA11 5DU

Swaps Accountant  
to £35,000

Prestigious International Bank is seeking to appoint a high calibre, experienced Swaps Accountant. Overseeing a small team you will be responsible for all management accounting, development of systems and liaison with traders and senior management. You will possess in-depth Capital Markets product knowledge including Swaps, Futures and Options, some experience of financial engineering and a knowledge of trading strategy.

Both positions are management roles and in addition to the ACA qualification gained through a Big 6 Firm, the successful candidates will possess excellent track records to date, a high level of energy and commitment together with the proven analytical and communication skills which these high profile roles will demand. A comprehensive range of banking benefits will be offered including subsidised mortgage, private health insurance and a non-contributory pension scheme.

For further information please telephone or send your CV to Valerie Grassham, Joslin Rowe Associates (Financial Recruitment Consultants), Bell Court House, 11 Blomfield Street, London EC2M 7AY. Tel 071 588 7287. Fax 071 382 9417.

Special Projects  
to £30,000

Established UK Merchant Banking Group is seeking to strengthen its Special Projects Team through the addition of a young Chartered Accountant with 2 years PQE in a similar banking environment. The team handles a wide variety of one-off projects for management and is used in a consultancy capacity for all departments within the group. There will be a small amount of project work outside the London area.

A MEMBER OF THE BLUMFELD GROUP  
JOSLIN ROWE  
ACCOUNTANTS

Chief Accountant  
- Retailing

Uxbridge, Middx

c£36,000 + Car + Bonus

Our client, LensCrafters, with over 400 stores and revenues exceeding \$600m, has become the North American market leaders in optical retailing in just eight years, offering custom crafted spectacles within an hour. The Group, owned by US Shoe Corporation, is now establishing a European head office in the UK and will have opened several stores in England and Wales by the end of January 1991 and plans 100 stores in the UK and Europe within 5 years.

A young, energetic Chief Accountant is sought to join the new high calibre management team, to be based in Uxbridge. Working with and reporting to the Finance Director, you will help develop a head office department and be responsible for all financial and management reporting to tight deadlines, cash and asset management, including stock control and stores performance analysis. The rapid expansion of the Company will mean the role has a significant project element to it.

MANAGEMENT SELECTION

Aged late 20's - early 30's you should be a graduate qualified accountant with at least 2 years post qualifying experience gained within a multiple retailing environment using automated systems. You must have sound judgement, good organisational and staff management skills, initiative and drive.

Interested applicants should write enclosing a full CV and daytime phone number, quoting ref 467 to: Barry Oller ACA, Whitehead Rice Ltd, 43 Welbeck Street, London W1M 7PG. Telephone: 071-637 8736.

Whitehead Rice

GROUP FINANCE  
EXECUTIVE

Northern Home Counties

c £50,000 + bonus

My client is a successful, £1 billion turnover European owned group of companies with several UK and US operations with engineering manufacturing and other interests.

Over the next few years the UK chief executive will be making a number of structural changes and requires a broadly experienced financial executive to work with him on these projects.

Taking the role of finance director of which ever company is being restructured, this person will have the dual responsibility of developing financial controls and reporting systems within that company and, at the same time, maintaining overall financial

control of all UK managed operations. Candidates for this position must have significant experience of top level financial control within high performance manufacturing companies and must also have the breadth, confidence and personality to contribute to total group development. An attractive remuneration package is negotiable.

If this position may interest you please send career and personal details, in full confidence and enclosing ref FT53 to me, Douglas G Milton FCA, FIMC at Arlington House, St Albans Road, South Mimms, Herts EN6 3PH. (Telephone: 0707-49246 Fax: 0707-49266)

## MIZON EXECUTIVE

International high technology manufacturing  
Director of Business  
Planning

Middlesex

c£45,000 + Benefits

Our client, a \$1 billion turnover manufacturer of capital equipment, is part of one of the world's leading high technology groups. Its rapidly growing European division has production facilities in the UK and overseas and in particular is actively developing the Eastern European and Soviet Union markets by way of subsidiaries and joint ventures.

The Director of Business Planning, a newly created position, will provide high level financial support both to the VP Europe and US parent in such areas as strategic planning and major development projects as well as actual performance monitoring and in-depth cost reduction studies.

The successful candidate will be a financially orientated MBA or an ACCA, aged 33-38, with experience of working in a US multinational environment. The position calls for real business understanding, excellent communication skills and the

flexibility needed to balance ad hoc and routine activity. Initiative, self-motivation and a hands on approach will be essential as much of the work will be carried out independently, away from the centre.

Interested applicants should write enclosing a full CV and daytime phone number, quoting ref 468 to: Nigel Bates FCA, Whitehead Rice Ltd, 43 Welbeck Street, London W1M 7PG. Telephone: 071-637 8736.

Whitehead Rice

MANAGEMENT SELECTION

FINANCIAL CONTROLLER -  
DIRECTOR DESIGNATE

Teesside

£30,000 + Car

Continued success and expansion have created an outstanding career opportunity with our client, a £12M provider of specialist building services. The company has acquired an award-winning reputation within the industry for quality, service and innovation and is now poised for the next phase of growth.

Reporting to the Managing Director, this new position will assume responsibility for the company's finance function, including the preparation of management and statutory accounts; budgeting and forecasting; and the maintenance of financial records. The implementation of a new computer system will be another key area of involvement whilst, in general, it is expected that the financial controller will make a significant contribution to the overall management and development of the company.

The successful candidate will be a qualified accountant who already holds a senior management position in a fast moving, commercial environment. A desire for greater responsibility and career progression will suit the nature of this opportunity, whilst the ability to function within a close knit management team will be essential.

The post is both challenging and rewarding and will receive an attractive and comprehensive benefits package and elevation to full board status after a successful proving period.

Please apply in confidence to Martin Boyle, quoting ref number L71044.

GROUP FINANCIAL  
CONTROLLER  
'Focus on Opportunity'

London

to £40,000 + car and benefits

Our client, a Plc manufacturing products ranging from environmentally friendly packaging through to consumer goods, has shown excellent revenue growth over the last few years. The Group has developed organically and through acquisitions and now wishes to strengthen the financial and performance driven controls over its several operating divisions.

We are seeking candidates with drive and energy who are able to work closely with both Board level and line management in enhancing the performance of Group companies within a results orientated environment. The role will involve the review of operating performance, budgets and

capital investments with a view to improving further Group profit and cash results.

Successful candidates will have a level of technical ability which together with the strength of their inter-personal skills will ensure that they are frequently in demand by operating subsidiaries for advice designed to enhance profit performance. They should be graduate, qualified accountants with at least 2-3 years' post qualification experience in manufacturing industry, ideally in a line role.

Interested candidates should send a CV with remuneration details, day and home telephone numbers, quoting reference 6181, to James Forte at the address below.



Peat Marwick Selection & Search  
1 The Embankment, Neville Street, Leeds LS1 4DW.



Peat Marwick Selection & Search  
70 Fleet Street, London EC4Y 1EU



## Tax Accountant

To c£26,000 + benefits  
+ relocation Gloucester



**Nuclear Electric**

Nuclear Electric is responsible for commercial nuclear power generation in England and Wales. Our primary concerns are safety and care for the environment - which means our main priorities are quality in our plant methods and people.

Formed as a separate autonomous Company in April 1990, Nuclear Electric has a turnover of over £2 billion and are recognised world leaders in this dynamic and fast moving industry. To retain their competitive edge, Nuclear Electric are seeking ambitious professionals to contribute to the development of new, specialist corporate functions, based at our prestigious headquarters in Gloucestershire.

Responsible to the Tax Planning Manager, this new role encompasses an unusually broad and uniquely stimulating challenge. Part of a small professional team, you will interact at all levels in this high profile role, providing tax figures for management information and contributing to ad hoc tax planning and finance related projects. You will also be directly responsible for corporate and income tax compliance, and involved in supervising VAT and PAYE compliance.

You should be fully qualified ACA/ACCA/ACMA and prepared to study to ATII for which we provide assistance. A minimum of two years relevant practice or industry experience is desirable, ideally within a similarly large company. A thorough and logical approach to solving complex business problems, plus written and oral fluency are essential.

Success in this role will allow for further individual development as career paths exist throughout our Corporate and Operational functions.

In return we offer a highly competitive salary, combined with benefits commensurate with an organisation of our size and standing. This position is based in Barnwood, between Cheltenham and Gloucester. An excellent relocation package is available.

Application forms are available from the Personnel Department, at the address below, or telephone (0452) 652335 (24 hours), and should be returned before 19th November 1990. Please mark envelopes "Nuclear Electric Staff in Confidence" and quote vacancy reference number BWD 185/90

AS AN EQUAL OPPORTUNITIES EMPLOYER, NUCLEAR ELECTRIC WELCOMES APPLICATIONS FROM MEN & WOMEN, INCLUDING ETHNIC MINORITIES AND THE DISABLED.

**Corporate Headquarters**  
Nuclear Electric, Barnett Way, Barnwood, Gloucester GL4 7RS

## FINANCIAL DIRECTOR DESIGNATE

**Leisure Development and Management**

Leeds c.£35,000-£40,000 cash package + executive car + benefits

Our client, a subsidiary of a major hotel and leisure group, is involved in the development, construction and management of leisure complexes throughout the UK.

In recent months the parent group has formulated a number of far reaching and ambitious plans for its subsidiary and these include: reorganising the management structure and improving reporting lines and accountability, particularly in the finance function. In this latter area it has been agreed that there exists a pressing need for the appointment of a Financial Director Designate.

The responsibilities of the position will be far-reaching and extremely challenging but would include, as a matter of course, acting for both the company and its ancillary management companies in the punctual production of monthly and annual accounts and budgets, the development of the

computerised accounts system, the regular reporting to the parent group plus daily control over bank balances and cashflow. The individual must, therefore, be an experienced accountant with a construction industry background.

The parent group has expressed a determination for these plans to be swiftly implemented and the success of the entire project will depend largely upon the calibre of the individual appointed to this role. He/she will work alongside the Managing Director and must possess powerful leadership and communication skills as well as a meticulous attitude to detail. Energy and enthusiasm would also be regarded as key attributes.

Interested candidates should send their CV together with remuneration details, day and home telephone numbers, quoting ref L7061, to Anna Ponton at the address below.

**Peat Marwick Selection & Search**

70 Fleet Street, London EC4Y 1EU

## ASSISTANT GENERAL MANAGER

GROUP AUDIT & COMPLIANCE

c£42K + Executive Benefits + Car

Our client, a leading financial institution wishes to appoint a high calibre professional to head up its Audit and Compliance teams.

Reporting to the Chief Executive, this post offers a high profile entry point into the Group. Managing two dedicated teams in a fast moving environment, your role will be to develop existing management control and compliance systems, and identify opportunities for improved efficiency, particularly in areas of high risk.

Candidates should be highly motivated, qualified accountants with considerable post qualification experience, ideally gained in a large Financial

Services organisation. Excellent interpersonal skills and first class leadership qualities are essential in order to forge strong working relationships.

This position offers tremendous scope for long term career progression and the opportunity to play a key role in a pro-active organisation. The remuneration package includes fully expensed executive car, extensive benefits and relocation assistance where appropriate.

Written applications with detailed CV's should be forwarded in strictest confidence to Mavis Woud, at the address below.

**Peat Marwick Selection & Search**

70 Fleet Street, London, EC4Y 1EU.

### APPOINTMENTS ADVERTISING

appears every

Wednesday  
Thursday & Friday  
(International Edition only)

For further information please call

Jennifer Hudson  
071-873 3607  
Denise Morrice  
071-873 3199  
Richard Jones  
071-873 3460  
Georgina Harris  
071-873 3392

## European Treasury Manager

**Thames Valley**  
**c£42,500 + Car Fully Expensed**

Our client is an international manufacturing company with substantial operations in the UK, Europe and North America. They have achieved market leader status following a period of sustained growth, both organically and through acquisitions.

This newly created role will be based at the European Headquarters. As part of a highly professional team, the successful candidate will be responsible for the establishment and development of the treasury function. Key areas will include capital structuring, foreign exchange and interest rate risk management. Project orientated work will feature strongly in this challenging role thus requiring the establishment of good working relationships with the European operations.

Candidates should be graduate calibre self starters with good communication skills, business acumen and a creative approach. Previous corporate treasury experience within a multinational environment is essential.

Please telephone or write enclosing a full curriculum vitae quoting ref: 436 to:

Nigel Hopkins FCA,  
97 Jermyn Street,  
London SW1Y 6JE.  
Tel: 071-839 4672

**Cartwright Hopkins**

FINANCIAL SELECTION AND SEARCH

## FINANCIAL CONTROLLER - KENYA

**Highly-attractive expatriate package**

A WELL-KNOWN NAME in Kenya, this company has established itself as a market leader in the construction and engineering industries. With dynamic growth plans, both domestically and internationally, an exciting future is assured.

A need has arisen to recruit a top-class Financial Controller to join the largely expatriate senior management team. Controlling a staff of 100, you will take overall responsibility for all financial and accounting matters, including liaising with bankers, enhancing control procedures, installing a new computer system, taxation, legal issues, and preparing reports and accounts. Reporting to the Deputy General Manager, you will work closely with the senior

management team, including the Chief Executive, and will be expected to play a creative and proactive role in all negotiations.

Aged 40-45, you will be a qualified accountant with a substantial track record of achievement, gained ideally in the construction industry. Previous experience of working abroad would be useful, whilst a high level of self assurance and a commercial outlook are just as important.

The benefits package reflects the importance and status of this prestigious role and includes a substantial tax-free element, accommodation and car.

If you are interested in working in this highly-attractive part of the world for an initial 3-year contract, please send full cv to Patrick Johnson, Ref: 4664/FI/FT, PA Consulting Group, Hyde Park House, 60a Knightsbridge, London SW1X 7LE.

**PA Consulting Group**

*Creating Business Advantage*

Executive Recruitment - Human Resource Consultancy - Advertising and Communications

## Regional Financial Controller

**North West**

**c£35,000 + Car + Share Options + Relocation Package**

Our client is a dynamic PLC, engaged in property development and investment. Operating within all major sectors of the property industry, it has an enviable record of asset growth over the last ten years.

A Financial Controller is now required to assume full responsibility for all financial aspects of their northern region, which has a capital value in excess of £300m. Key areas of involvement will include the supervision of a busy accounts department, improving reporting procedures together with strengthening existing financial controls and the further development of computer-based systems. As a member of the regional management team, the individual must be

fully capable of participating in the overall commercial direction of the business, whilst retaining a hands-on approach.

Candidates, aged 28 to 40, must be qualified accountants with a strong track record of success in technically complex and demanding environments. Strength of character and business maturity are also prerequisite to this appointment.

Interested applicants should write, quoting ref 1101, to Diane Forrester ACA, Executive Selection Division, Michael Page Finance, 39-41 Parker Street, London WC2B 5LH or (Tel: 071 831 2000). Interviews held in London or Manchester.

**Michael Page Finance**

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

**London Borough of Hammersmith & Fulham**

## Director of Finance

**£60K - £70K package + lease car**

**Hammersmith & Fulham**

*Serving our Community*

Hammersmith & Fulham Council wishes to appoint a Director of Finance who has the experience, ability and management qualities essential for the complex demands of one of Britain's most innovative and exciting local authorities.

The challenges already facing the Council include the effects of poll tax capping, ever increasing legislative changes and the aftermath and implications of the Council's involvement in capital market activities.

Above all we require a financial manager capable of inspiring confidence and determination in meeting these challenges whilst contributing to the maintenance of excellence in service delivery and policy formulation.

You will be responsible for leading a multi-disciplinary team of staff. You must be capable of providing the highest standard of financial advice and developing financial control strategies and information systems which ensure value for money, responsiveness to consumers and first rate performance in all aspects of the Authority's work.

You will also have a key role in the corporate management and central direction of the Council. Your communication skills, clarity of thought and decisiveness will be tested to the full. You will have the ability and commitment to turn strategy into reality.

You should be a qualified accountant with substantial experience of financial management and have an understanding of computerised systems.

For further details and/or an application form please contact 081-741 0804 (24 hour answering service) or write to Maggie Hennessey, Recruitment Manager, London Borough of Hammersmith & Fulham, Personnel Services Department, Town Hall Extension, King Street, London W6 9JU

Please quote ref no FDCO 01. Closing date: 23rd November 1990. We welcome applications whatever your gender, race, colour, ethnic origin, nationality, religious belief or practices, sexual orientation, age (up to 65 years) or trade union activities and from people with disabilities, lesbians and gay men.

525 من الال



## FINANCE DIRECTOR

Surrey Based

28-32

£35-£40,000 + bonus + car

This highly successful Property Development and Estate Management Company forms part of one of the UK's foremost multi-million blue chip organisations. With substantial interests both in the UK and overseas they are a major contributor to Group profits.

As a result of an internal promotion they now seek to appoint an exceptional Finance Director to work alongside the senior management team. Reporting to the Managing Director, the successful applicant will be responsible for all financial and commercial aspects of property transactions. Additionally he/she will be actively involved in strategy decision making, business planning and all financial and management reporting.

The ideal candidate will be a highly commercial qualified accountant with at least 3 years PQE, gained either in the profession or within a high profile, results orientated organisation. Experience of working within a manufacturing

or property related environment would be useful but not essential. A track record of achievement, both academically and commercially is vital as is the drive and enthusiasm that is expected from candidates seeking a fast track career within a progressive and stimulating environment.

Career opportunities within the rest of the Group are outstanding with this pivotal role historically used as a spring board into other operating units within the Group.

A full Executive benefits package is provided which includes a competitive salary, performance related bonus, fully expensed company car, Executive share options and private health care.

If you feel you have the necessary attributes to succeed in this role please telephone Simon Hewitt on 071-437 0464 (fax 071-437 0597), or write to him, enclosing a detailed CV, at the address below.

ROBERT • WALTERS • ASSOCIATES

RECRUITMENT CONSULTANTS

Queens House 1 Leicester Place London WC2H 7BP

Telephone: (071) 437 0464

## FINANCIAL CONTROLLER-EUROPE TO £33,000 + PACKAGE

Our Client, a dynamic and rapidly expanding division of a major UK service group operating internationally, is already well established in Europe. Joint venture and subsidiary company operations account for a growing share of revenue, and this appointment addresses further planned expansion.

Reporting directly to the Divisional Financial Director, the core tasks will be:-

- \* All aspects of Financial Control for operations in mainland Europe and Republic of Ireland.
- \* Analysis and comment on trading results.
- \* Management of reporting systems.
- \* Profitability reviews, acquisition and JV proposals.

To succeed in this high profile, hands-on role you will be a qualified accountant probably aged 30+. You will need to be articulate, versatile and influential and meet the pressure of the appointment with professional skill and a sense of humour. Involvement with acquisitions, a second European language and experience of living and working in Europe are desirable assets. Opportunities for career progression are excellent.

Please write with full C.V. quoting ref RR225 to:-

Executive 2000,  
Sutton Park House, 15 Conshilton Road,  
SUTTON, Surrey SM1 4LE.  
Tel: 081-770 7000

EXECUTIVE

2000

SEARCH AND SELECTION

## £1 Billion in the Best of Health

Principal Assistant Regional Director of Finance

c £30,000 &amp; Performance pay + car

Every year South Western Regional Health Authority must make the very best of vast resources to better our vital services.

At the forefront of financial innovation, we now seek a skilled, seasoned accountant to occupy one of our principal financial positions, in Bristol.

Responsible to the Regional Director of Finance for the RHA's finance function, you'll implement important regional and national initiatives including professional training for finance staff.

Ideally, you'll have experience of financial systems and controls in a large organisation, well developed communication skills, and the ability to adapt to changing circumstances. You will enjoy a pleasant work environment, and receive ample benefits, such as a generous relocation package.

Could you keep £1 billion in the best of health? To find out, please contact Mr R Searle on Bristol (0272) 423271, ext 2206. For an application form and information pack please contact the Recruitment Section on Bristol (0272) 423279, ext 3389. Closing date for applications is 19 November 1990.

We are working towards becoming an Equal Opportunities Employer.



## TREASURY ACCOUNTANT

£ Market + Car + Bonus

As one of the world's largest banks with operations in over 70 countries, Credit Lyonnais has been established in the London market for over 100 years. The significant expansion of our Market Group activities in recent years has created the requirement for a dynamic individual to head up the UK Treasury accounting function.

Reporting to the Accounting Manager, applicants must be qualified accountants with at least two years' experience of Treasury accounting in a banking environment. A thorough and practical knowledge of swaps, options, FRAs, financial futures and other derivative instruments is essential.

Working closely with the Assistant

General Manager, Market Group on a daily basis and the systems department in enhancing existing and implementing new reporting systems, a hands on approach is expected, together with the ability to work under pressure when necessary.

Candidates should possess strong communication skills, a lively personality and the ability to prioritise a variety of tasks. Attractive remuneration terms, including a company car and banking benefits will be offered to the successful candidate.

Please send career and personal details to: Mrs Eileen J. Price, Senior Personnel Officer, Credit Lyonnais, PO Box 81, 84-94 Queen Victoria Street, London EC4P 4LX.



CREDIT LYONNAIS

## DIVISIONAL FINANCIAL CONTROLLER

Shape the Future

Suffolk/Essex Area c. £35,000 + bonus, benefits &amp; car

Our client is a successful manufacturing organisation, committed to expansion, and now seeking an energetic individual for this senior role. Reporting to, but working closely with and supporting the Divisional Managing Director, the scope of the role is broad and will require:

- strong management and interpersonal skills;
- ability to take a business overview without losing sight of detail;
- improvement of existing reporting and EDP systems;
- divisional acquisition evaluation, UK and overseas;
- "shirtsleeves" approach when necessary.

Rewards will be excellent for an achiever who can integrate well into the results and performance oriented management team, and will include eligibility for share options. The organisation is poised to take full advantage of any economic upturn and meanwhile is successfully maintaining its position in terms of revenues and market share.

Candidates must be geographically mobile since they will have multi-site responsibility. They should be qualified accountants, with costing experience gained ideally in a line position, but certainly within manufacturing/industry.

Interested candidates should send their CV together with remuneration details, day and home telephone numbers, quoting ref. 4421 to James Forte at the address below.



Peat Marwick Selection &amp; Search

70 Fleet Street, London EC4Y 1EU

The Top Opportunities Page

appears every Wednesday in the Financial Times.  
For further information please contact

Elizabeth Arthur 071-873 3694  
Stephanie Spratt 071-873 4027

"Expanding South East coast marine contracting company looking for experienced business person to be responsible for controlling Financial Affairs. FullTime /PartTime position salary and conditions to be negotiated"

Please write to Box A286, Financial Times, One Southwark Bridge, London SE1 9HL.

## Treasury Manager

An Opportunity to Join a Major New Treasury Team

c.£40,000 + Benefits

London

Our client is the newly-established UK treasury subsidiary of one of the world's largest manufacturing groups. Its objective is to provide a full range of treasury services to a large number of UK affiliates. These will include cash and liquidity management, dealing in the money and FX markets, and funding operations.

A key person is now sought to assist the Managing Director in setting up the new operation, to plan and develop the projected services, and then to take day-to-day responsibility for operations. He/she will also be involved in the recruitment of additional staff and the management of a small dealing team.

As the successful candidate you are likely to be in your late 20s or early 30s, with a qualification in treasury, and probably an MBA or accountant. You will have had considerable

experience in the treasury operations of a large multinational group, with a good track record in managing dealing operations. You will be fully conversant with the UK and international money and banking markets, with techniques for identifying and managing risk exposures, and with the systems required to manage treasury operations. You will naturally have the energy, enthusiasm and ambition to help build a major new treasury operation in a group where further career development prospects are excellent.

The position commands an excellent salary, and benefits will include a car and pension arrangement. If you wish to be considered for this appointment please write - in confidence - enclosing a CV and details of current remuneration to Douglas Austin, Ref 1180, MSL International (UK) Limited, 32 Aybrook Street, London W1M 3JL. Tel: 071-487 5000.

MSL International

## APPOINTMENTS WANTED

O.B.S. TRADER

Male, 26, experienced technical POSITION TAKER in all treasury products with emphasis on derivatives SEEKS Position with innovative house offering Pro-rata remuneration

Please reply to Box A282 One Southwark Bridge, London SE1 9HL.



## Assistant Group Treasurer

**Surrey**  
**to £40,000 Package + Car**

Our client is a major international group in the branded consumer products sector. The group is highly profitable and is seeking to diversify into related areas.

It is now seeking to recruit a high calibre Assistant Group Treasurer in order to develop further the treasury management operations within the group.

The position reports to the Group Treasurer and you will be involved particularly in the management of foreign currency exposures, the financing of the group overseas and special project work.

Suitable candidates will be aged up to 32 and are likely to be graduates and/or qualified accountants.

Relevant treasury management experience is essential, together with strong interpersonal skills and initiative.

If you have the skills and ambition to succeed in this role, please telephone or write enclosing a full curriculum vitae quoting ref: 437 to:

Nigel Hopkins FCA,  
97 Jermyn Street,  
London SW1Y 6JE.

Tel: 071-839 4572

**Cartwright  
Hopkins**

FINANCIAL SELECTION AND SEARCH

## Appointments Advertising

appears every  
Wednesday  
&  
Thursday  
&  
Friday

(International Edition  
Only)

For further  
information  
please call:

Jennifer Hudson  
0710873 3607

Richard Jones  
071-873 3460

Georgina Harris  
071-873 3392

Denise Harris  
071-873 3199

LIVERPOOL

USS

UNIVERSITIES  
SUPERANNUATION  
SCHEME

c.£45,000  
+ CAR

## Chief Accountant

The Universities Superannuation Scheme provides pension and other superannuation benefits for academic and senior administrative staff employed in UK universities and other institutions engaged in higher education or research. It is one of the largest pension funds in the UK, with 90,000 members and funds approaching \$6 billion.

Universities Superannuation Scheme Limited, a company limited by guarantee, is the trustee company responsible for the administration of the pension scheme and the management of its investments.

As Chief Accountant, reporting to the Chief Executive Officer, you will be a member of the senior management team of the company, responsible for its accounting and data processing functions. Your key tasks will be to develop and maintain the reporting and control systems and to provide information and guidance to the committees that monitor the performance of the company and the scheme.

As a qualified accountant, you will presently be holding a senior financial position in either the public or private sector. Experience of pension fund accounting is not essential but the demonstrable ability to manage within a formal committee structure would be an advantage. You are unlikely to be below 35.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to Peter Jones, Coopers & Lybrand Deloitte Executive Resourcing Ltd, Richmond House, Rumbold Place, Liverpool, L3 9FD, quoting reference P200 on both envelope and letter.

Coopers  
& Lybrand  
Deloitte

Executive  
Resourcing

## FINANCIAL CONTROLLER FILM PRODUCTION

c.£30,000 + Car

GLOUCESTERSHIRE



This company's pursuit of excellence as a specialist independent film producer is unparalleled. Throughout its 20-year history the company has consistently grown in status and received many of its industry's most sought-after awards. Their adaptable product has a global appeal, transcending cultural barriers, and is one of few which appreciates in value.

The role demands a combination of technical expertise, proactive approach, business knowledge and maturity. Reporting directly to the managing director, the financial controller will, with the support of an established team, apply technical expertise to a wide variety of accounting and commercial issues. Other responsibilities will include assessing and recommending improvements to all aspects of the finance function with specific emphasis on developing the computerised system. To facilitate future growth, the management of cash flow is considered paramount.

Candidate requirements are clear: a qualified accountant with proven experience of running a buoyant finance function within a service industry. Managerial skills required will include an aptitude for the training and motivation of staff, coupled with the ability to determine and resolve business problems. Future prospects are excellent, with a board position a genuine prospect for the right individual.

For further information please contact **Tony Goodwin** or **Caroline Owen** on 0272 255113 (evenings/weekends: 0272 742740). Alternatively, write to the address below enclosing a copy of your Curriculum Vitae.

**HARRISON WILLIS**

FINANCIAL & LEGAL RECRUITMENT CONSULTANTS

Hanover House, 47 Corn Street, Bristol BS1 1HT. Tel: 0272 255113

## Group Accountant

Edinburgh

c.£35,000+ ; Car

Part of an international £600m British plc, this Scottish holding company has 10 operational subsidiaries and a turnover of £100m. The present incumbent is due to retire shortly, and his successor is sought. This is the senior financial position within the holding company, and, as part of the small head office team, this person will play a full role in both daily and strategic management. Responsibilities will include financial and statutory reporting, interpretation of information, handling investigations and acquisitions. Candidates should be graduate chartered accountants, probably in their 30s, with experience of running the finance function in a margin-conscious, multi-location group. First-class technical and analytical skills, good systems development experience and excellent leadership/management ability are all essentials. Please reply, in confidence with full career details, to Peg Eva, as adviser to the company, at Selection Thomson Ltd., 24-25 New Bond Street, London W1Y 9HD or 14 Sandyford Place, Glasgow G3 7NB.

Selection Thomson  
London and Glasgow



## Financial Controller

(Commercially Aware)

Transport, Distribution  
and Engineering

Essex

Package c £35,000

# Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, ST ALBANS, SHEFFIELD, WINDSOR and EUROPE

A unique opportunity to head-up the finance function for a newly created, autonomous profit centre with budgeted turnover in excess of £50m for 1990. This is part of a multi-million pound corporate, undergoing major restructuring which offers scope for performance based, personal advancement. As the senior financial manager and a key member of the management team, the prime responsibility will be to ensure financial objectives are met by effecting a commitment to commercial disciplines within the profit centre. In addition to the usual financial duties, responsibilities will include planning, budgetary appraisal, control of capital expenditure and recruitment and training of staff. A key objective will also be to ensure that this finance department becomes a centre of excellence for both quality and performance in the group. The ability to negotiate with internal and external parties will require excellent communication skills, and a confident, persuasive approach. The ability to motivate staff, meet tight deadlines and achieve objectives under pressure, will necessitate a candidate of the highest calibre. Educated to degree level and qualified, future advancement will only be limited by the individuals capabilities.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to, K.D.A. Allen, Hoggett Bowers plc, 1/2 Hanover Street, LONDON, W1R 9WB. 071-734 6852. Fax: 071-734 3738, quoting Ref: H37013/FT.

## FINANCIAL CONTROLLER

C. £33K + 2 LITRE CAR & EXCELLENT BENEFITS

..... NORTH LONDON .....

Thanks to a lasting commitment to efficient, prompt and totally professional customer service, The Pearl Group is well established as a leader in the two associated fields of building contracting and maintenance services. With 13 depots nationwide, group turn over exceeds £20 million annually.

As Financial Controller your role is pivotal to the entire operation and your interpretation of financial data will provide the foundation for both day to day operational decisions and for long term, board level strategy. Clearly we're looking for a mature financial professional with accounting qualifications and the ability to assimilate rapidly a full understanding of our company and of the building/maintenance industry in general. If you already possess relevant experience, so much the better.

Taking charge of a staff of 25, your responsibilities cover the complete range of financial disciplines from management and financial accounting for over 20 departments, to the formulation of budget and cash flow forecasts. Once familiar with our computerised accounting system you'll take a leading role in its ongoing development and in ensuring that your staff are able to utilise it to full effect. Your well honed communication skills should enable you to liaise comfortably at all levels, wielding considerable pro-active influence over every stage of the decision making process.

It's quite a challenge, carrying substantial authority, excellent prospects (this position carries board potential) and a remuneration package fully in keeping with your stature. Write with full career details to L. Green, Managing Director, Pearl Contracts (Holdings) Ltd, Durkan House, 155 East Barnet Road, New Barnet, Herts EN4 8JN.

**Pearl**

## Project Accountant

CENTRAL LONDON

c.£28,000 + Benefits

Our client is a fast-moving and diversified group of companies occupying a leading position in the Publishing and Communications sector.

Fulfilling a centralised role, serving all group companies, the Pensions Department now seeks to strengthen its Accounts Department by the appointment of a Project Accountant to act as Assistant to the Financial Controller.

Key tasks will include:

- \* Managing the accounting aspects of acquisitions and disposals of Pension funds.
- \* Integrating newly acquired companies into Group systems and procedures.
- \* Producing annual audited accounts for group funds.

Suitable candidates will be qualified probably aged 25-30, with some 18-24 months post qualified experience. Experience of the financial services sector, particularly the investment area, would be highly desirable.

Please apply, sending full personal and career details to **Helen Peek**:

**AGB Executive**

WRITE BOX A283, FINANCIAL TIMES, ONE SOUTHWARK BRIDGE, LONDON SE1 9HL

## GROUP ACCOUNTANT

North West

£30,000+car+significant benefits

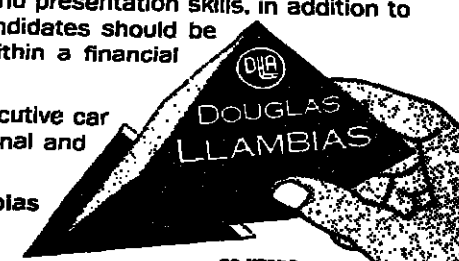
Our client is a successful and highly innovative financial services group with a reputation for quality and excellence. The group is now undergoing a major development programme designed to allow flexibility and speed of response to market changes.

In order to support and enhance this development strategy they require a Group Accountant to assume responsibility for aspects of the finance function. The role will involve the consolidation and preparation of accounts for group companies, critical analysis and review, special investigations, business appraisal and staff management.

This is a high level appointment which will involve close liaison with senior level group executives. Accordingly, the appointee must have strong interpersonal and presentation skills, in addition to excellent technical experience gained with a major Plc. Candidates should be qualified with at least two years' ppe, preferably gained within a financial services environment, although this is not essential.

The Group offers an attractive salary package, including executive car and benefits, together with exceptional prospects for personal and professional development.

Please write in confidence to Brian Marren, Douglas Llamblas Associates, Brook House, 77 Fountain Street, Manchester M2 2EE enclosing full career and salary details.



BIRMINGHAM 021-233 4421 • DUBLIN 008620 • EDINBURGH 031-225 7744 • GLASGOW 041-226 3101 • LONDON 071-836 9501 • MANCHESTER 061-236 1553

Handwritten note: *هذا من الاصل*



## European Audit Manager

**Berkshire**

**c£30,000 + Car + Bens**

Creative marketing, a quality product and a dynamic management team has ensured our client enjoys the position as the leading worldwide direct response marketer of computer supplies, and data communications products with a turnover of \$350 million.

The exceptional continuing growth across the USA, Canada, Far East and Europe has led to the creation of the new role of European Audit Manager.

The key purpose of the role is to ensure that the operational controls throughout Europe support business objectives. This will involve influencing both management policy and financial performance taking a proactive stance to the needs of the business.

The work is challenging and varied carrying a

high degree of responsibility and exposure to senior group management.

This opportunity will appeal to a qualified accountant who has a background in either a multinational environment or an international practice. In addition you will have excellent interpersonal skills, a flexible, dynamic team style, a European outlook, established audit skills and will view this role as a springboard to take advantage of the excellent prospects for future development within the group.

The role will involve significant international travel and a second language would be advantageous. For further details please contact Barbara Burke, Ref KR21, Michael Page Finance, Windsor Bridge House, 1 Brocas Street, Eton, Berks. SL4 6BW.



**Michael Page Finance**

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

## Group Financial Controller

**West of London**

**c£30,000 + Car + Profit Share**

Our client is a specialist group of engineering companies with extensive operations in Europe and a turnover approaching £30 million. With significant investment in recent years, they have produced a highly-developed range of products in a sophisticated market where they are acknowledged as a major player.

An opportunity has now arisen for a qualified accountant to join their senior management team. The successful candidate will report directly to the Managing Director and will have complete responsibility for the finance function.

Although sound technical accounting skills are a prerequisite, more importantly, the ability to communicate across all

functions of the business is key to the continuing success of the group.

The ideal candidate will be aged 35-45, have commercial experience and the desire and ability to make an early positive contribution to the role. A self-starter with good interpersonal skills and a "hands-on" approach is essential. It is also probable that the chosen candidate will have had exposure to group operations in an international environment.

If you feel you have the drive and experience to thrive in a challenging environment, please apply to Tina Shortman at Michael Page Finance, Windsor Bridge House, 1 Brocas Street, Eton, Berks. SL4 6BW.



**Michael Page Finance**

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

## Director of Finance

**Continuous Process Manufacturing**

**East of Scotland,  
c£35,000, Bonus, Car,  
Executive Benefits**

This £100m independent Group, a European market leader, is engaged in the continuous process manufacture of a diverse range of high quality products. The largest Division within the Group, with annual sales in excess of £80m, has a major programme of capital investment and expansion and now require a talented finance professional to join their senior management team at this exciting stage of their development. Reporting to the Divisional Managing Director, main responsibilities will be the direction of all finance and accounting matters, strategy, planning, capital expenditure appraisal, budgeting and systems development. Qualified candidates, aged late 30s early 40s, must demonstrate a progressive career within finance and accounts, together with experience of working in a manufacturing operation in circumstances requiring effective management and the implementation of change. This is an outstanding opportunity for someone who relishes the challenge of total involvement in the building of a business to the highest standard.

Male or female candidates should submit in confidence a comprehensive c.v or telephone for a Personal History Form to, J.A.D. Fisher, Hoggett Bowers plc, 21 Charlotte Square, EDINBURGH, EH2 4DF. 031-220 3980, Fax: 031-220 3998, quoting Ref: R12036/FT.

# Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, EDINBURGH, GLASGOW, CARDIFF, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, ST ALBANS, SHEFFIELD, WINDSOR and EUROPE

## FINANCIAL CONTROLLER

**West Midlands**

**£30,000 + Car + Benefits**

Our Client is a major fuel and petrochemical operation and has established a European division to service a rapidly expanding European customer base. A highly competent Financial Controller is sought for the UK operating company, which is to be the lead office for the European division. The company's resources and firmly laid plans for a vigorous growth suggest that this appointment represents a rare opportunity to be part of a small, growing team.

Reporting to the Chief Executive, you will assume full responsibility for the financial management of the company. In the early stages of the office's development, this will involve undertaking all day to day detailed work personally - and it will be your particular brief to gear the finance function, and the systems and procedures now in place, to levels of sophistication appropriate for the business as it grows. Closely allied to this very "hands-on" contribution will be the need to provide considered financial analysis and comment.

Applications are invited from qualified Accountants possessed of a strong, confident personality and the self-motivation and versatility to perform well in a demanding, dynamic environment. Preference will be given to those candidates who can demonstrate relevant experience in an import and distribution business. Furthermore, a high level of technical competence will be crucial, with particular reference to treasury management disciplines and computerised accounting systems implementation. It is unlikely that candidates under 28 years of age will have sufficient experience for such a role.

An attractive salary package is offered to reflect the selected candidate's level of experience and expertise. Interested applicants (male or female) will recognise this to be a first-class opportunity to grow with an expanding company. Please write, with full career and salary details, quoting reference B/30090 to David Gibbs.



**Peat Marwick Executive Selection**  
Peat House, 2 Cornwall Street, Birmingham B3 2DL.

## GROUP FINANCIAL CONTROLLER

**Uxbridge**

**to £35,000 + Benefits**

Our clients are a highly successful import/export and distribution company in the medical products field. 1990 has opened their door to many new opportunities, and they have subsequently diversified into the fields of manufacturing and research and development. As a direct result of their recent growth, they have identified the need for a self-motivated and energetic Group Financial Controller to play an important role in their ambitious plans for the future.

Reporting directly to the Board, the appointee will control the financial management of the company and assist with its future corporate strategy. The role will initially involve a high proportion of "hands on" systems work, both in the holding company and its subsidiaries. The successful incumbent will attend Board meetings from inception and will be expected to play a leading advisory role with regard to the company's financial policies.

Ideally aged between 26-34 years, candidates must be qualified accountants, with a well developed sense of commercial acumen. Strong motivational skills and experience of computerised accounting are essential requisites for this demanding and exciting role.

Interested candidates who meet the criteria should send a comprehensive CV including current salary and daytime telephone number, quoting reference number LM219 to Carol Jardine, Touche Ross Executive Selection, 5th floor, 62-64 High Holborn, London, WC1V 6RL.

**Touche  
Ross**

MANAGEMENT  
CONSULTANTS



**THE MITSUBISHI BANK, LTD.**

### INTERNAL AUDITOR

The London branch of Mitsubishi Bank invites applications for the post of Internal Auditor to establish a new function encompassing a range of audit and internal inspection responsibilities.

The successful candidate will be professionally qualified with 2-5 years of post qualification experience, preferably within a banking environment. Excellent communication skills are essential, together with knowledge of the regulations and law that regulate a Foreign bank branch.

Salary will be commensurate with age and experience.

Applications with detailed C.V. including current salary details to:

The Recruitment Co-ordinator  
Mitsubishi Bank Ltd  
6 Broadgate  
London  
EC2M 2SX

## FINANCIAL CONTROLLER

**Hi-Tech**

**c£35,000 + car**

This successful and entrepreneurial American computer company has an established UK sales, service and manufacturing base in Bristol. Particular emphasis is given to well researched and designed products coupled with effective marketing to a growing customer base.

Initially, the priority of this new position will be to enhance the existing accounting systems and controls, improve financial analyses and management reports and contribute to business planning. The Financial Controller will play a key role in developing the business as part of a small management team.

Likely to have at least five years' post-qualified experience, candidates should be graduate qualified accountants with experience of working with high-tech or American companies. In addition to strong interpersonal skills, knowledge of the financial issues facing a relatively new and fast developing UK business is essential. The competitive remuneration package includes a bonus and relocation assistance.

Please write in confidence, enclosing career details and salary history, to Sarah Gilbert quoting reference FT/102.



**Peat Marwick Selection & Search**

Richmond Park House, 15 Pembroke Road, Bristol BS8 3BG

## DIRECTEUR ADMINISTRATIF ET FINANCIER

Groupe Anglais recherche pour sa filiale française dans le secteur d'outillage industriel (chiffre d'affaires : 80 mds), un directeur administratif et financier pouvant occasionnellement assumer l'intérim du Directeur Général.

La société est située dans la banlieue nord-est de Paris, proche de Roissy Charles de Gaulle de très bien desservie.

Nous souhaitons rencontrer un professionnel d'environ 30 ans, comptable diplômé et bénéficiant d'une expérience en entreprise dans la fonction financière ou en cabinet d'audit. La première langue de la personne recherchée sera l'anglais et elle parlera couramment le français.

Rattaché directement au directeur général, ses fonctions couvriront, entre autres, la mise en oeuvre du système de contrôle interne pour optimiser la gestion, la responsabilité globale des aspects financiers et informatiques, et une collaboration active avec les autres directeurs dans le cadre du développement de l'activité de la Société. Le candidat devra disposer d'une communication efficace et maîtriser parfaitement toutes les tâches qui lui seront imparties.

Merci d'adresser lettre de candidature, curriculum vitae et rémunération actuelle à :

P.R. Andrews  
Finance Director  
GEI Special Steels Ltd  
Newhall Road, Sheffield S9 2SD

## FINANCIAL DIRECTOR DESIGNATE

**MIDDX**

**To £30,000 + Car**

Our client is a rapidly expanding and successful company in the leisure catering industry. Significant growth has been achieved over the last three years by the acquisition of major concession contracts. Turnover of the company next year will be over £20m. They now seek to appoint a qualified accountant to strengthen the management team and be a key player in taking the company forward during this exciting growth phase.

Reporting to the Managing Director this is a wide-ranging financial and commercial role, requiring good systems and controls experience. Leading a small head office team you must be able to bring about constructive change in a fast-moving environment. This is a challenging development role and the prospects within the short term are excellent.

Applicants should forward a comprehensive CV with covering letter to: Anthony D. Payne at Applied Management Sciences Ltd.



APPLIED MANAGEMENT SCIENCES LTD  
26-28 Bedford Row London WC1R 4HE  
Tel 071-405 4571 Fax 071-242-1411  
Management Search and Selection



## Financial Controller — Director Potential

£35,000 package + fully expensed car

East Anglia

Our client, a subsidiary of a major plc, has a high quality reputation within the international office supplies industry. Substantial organic growth, investment and a total commitment to future success has created an environment of exciting change. To realise corporate objectives they seek to strengthen the management team through the appointment of a Financial Controller capable of maximising the commercial potential of the business.

Reporting to the Managing Director, and with total responsibility for the accounts function, initial challenges include refining both the material controls and the costing systems, implementation of JIT principles and the creation of a team atmosphere within finance. As a key member of the management team, you will be encouraged to contribute to the strategic development of the business through financial planning and the further implementation of an integrated manufacturing system.

Candidates will be computer literate qualified accountants with a record of achievement in a manufacturing environment. Strong interpersonal skills and a commitment to developing a career within this plc are critical to success. Only candidates with the track record to reach board level need apply. Relocation is available if required.



**CLARK WHITEHILL**  
Search and Selection

Please write in confidence to Stephen Williams,  
Clark Whitehill Consultants Ltd.  
25 New Street Square, London, EC4A 3LN.  
Telephone: 071 353 1577. Fax: 071 583 1720.

## LAYING the FOUNDATIONS of SUCCESS

Senior financial roles with a new national organisation.

The NRA is a powerful and independent new body responsible for protecting the water environment in England and Wales. Established less than 12 months ago, we are still very much in the process of developing the structures

around which our organisation will grow. We now wish to fill two senior positions on our finance team, which is currently working to develop the financial structures on which our future security and success will depend.

### CHIEF AUDIT MANAGER

c.£32,800 + car Bristol

This role is available due to the retirement of the present post holder. With an audit team comprising ten professional staff now largely in place, your first priority will be to define the scope of the department's work and to plan accordingly. Although you will direct the traditional internal audit functions - financial control and the promotion of operational efficiency - we'll also expect you to extend your role way beyond this area and make an important contribution to the running of the business in the NRA's ten regions.

We are looking for a qualified Accountant who can bring extensive audit experience within a large organisation to this challenging role. In order to appreciate the commercial issues facing the NRA you'll require experience in either public or private sectors and, at this early stage in the development of our organisation, a positive and creative approach to problem-solving will be essential, as will familiarity with computer-based audits and well-developed skills in managing people. Ref: 4608/PJ/FT.

### FINANCE MANAGER-BUSINESS SERVICES

c.£32,800 + car Bristol

We'll be looking to you to protect the authority's interests in commercial transactions, as well as to act as the senior financial adviser on a wide range of important projects. Issues in which you could be involved include: the development and management of existing charging schemes for the collection of income (currently totalling over £250m p.a.), the evaluation and implementation of existing pension fund arrangements; acquisition and disposal of property and the development of new computer systems.

This role offers the opportunity to work with and influence top management. You should be a qualified Accountant with substantial and wide-ranging experience of financial management, gained at a senior level with large organisations. As well as a familiarity with statute law and an awareness of financial procedures as they relate to public enterprise, you'll need to be able to demonstrate initiative, creativity, personal credibility, and the ability to use these qualities to achieve results. Ref: 4544/PJ/FT.

Please send a full cv including current salary details to Patrick Johnson, quoting the appropriate reference, to PA Consulting Group, 60a Knightsbridge, London SW1X 7LE. Telephone: 071-235 6060. NRA is an Equal Opportunities Employer.

As concern for the water environment grows, so too must the NRA. We need to change the nation's thinking. We need to develop awareness about how we can all protect and sustain our rivers, lakes, coastal and inland waters. We need to examine how we, as guardians of our water environment, can change our culture and our people to make this process as effective as possible.

Which is just one of the reasons why we're bringing most of our people together under one roof in a new Head Office in Bristol. Here they can work more closely together, sharing their expertise and their experience, addressing issues which have the greatest impact on the future of our water environment.

The tide is beginning to turn.



Head Office

## JAWADY OIL SERVICE

### SENIOR AUDITORS

Libya

Our client, the NATIONAL OIL CORPORATION, directs and controls the exploration and production of one of the world's largest sources of high quality crude oil - setting the strategy for the optimisation of hydrocarbon resources within Libya, by co-ordinating and maintaining the activities of individual operating companies.

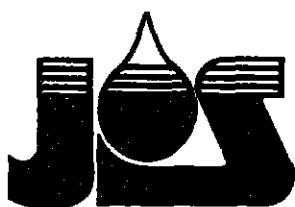
To assist in this task the N.O.C. now requires a number of Senior Auditors for the External Audit Group.

Applicants should be Chartered Accountants, or equivalent, having qualified in the U.K. or North America. 5 years' post-qualification experience in modern audit techniques, either in the profession or the petroleum industry, is required.

The excellent benefits package includes:

- Attractive tax free salary
- Free well-appointed accommodation and utilities
- Educational assistance plan, where appropriate
- Generous leave with paid fares to point of origin
- Free medical cover
- End of Service Bonus.

To apply, please write with full career details, quoting reference NOC 35 to the Recruitment Co-ordinator, Umm Al-Jawady Oil Service Co. Ltd, 33 Cavendish Square, London W1M 9HF. Fax 071-491 9658.



**RECRUITMENT**

## F. D. Designate

Administration  
and Finance

Cambridge Up to £40K + Car

Our client is a long established and successful multi-national aircraft sales and leasing group. It has offices in California, Australia and the Far East and is expanding in other areas.

The continued growth of the organisation has created the need to recruit a qualified, computer literate accountant who will be responsible for controlling all administration and accounting for the group supported by a small but competent team. The position is based in the U.K., but being a totally international operation, there will be a limited amount of travel to ensure corporate standards are being met in the overseas offices.

Applicants should be 30 - 45 with a proven record of success gained in a service industry allied to the determination and the ability to achieve a high level of personal and corporate standards.

We seek an individual with the personality and authority to earn a seat on the board.

Applications to R. J. Welsh.



**Reginald Welsh & Partners Ltd**

ACCOUNTANCY & EXECUTIVE RECRUITMENT CONSULTANTS

123/4 Newgate Street, London, EC1A 7AA. Tel: 071 600 8387

## COMPANY ACCOUNTANT

From £20,000 + car + bonus  
Biggin Hill, Kent

A rapidly expanding (zero to £5.5m turnover in 5 years) joint venture between two dynamic specialist food groups needs a young but commercially experienced Management Accountant. You will be responsible for accountancy, treasury and computer systems (reporting to the Group Finance Director) as well as taking on a broader hands-on commercial role, providing full margin analysis/cost control support to the Sales Director.

If you are 25-35, computer literate, with good management skills and wish to play a major role in our company, please send full CV to: Simon Blake, Leathams Larder Plc, 1 Bethwin Road, London SE5 0YJ.

## FINANCIAL DIRECTORS

To secure the best appointments at senior level needs more than good advice, accurate career objectives and succinct presentation. InterExec not only provides career advice to successful executives but also retains the unique facility of our subsidiary company Interflex to bridge the critical gap between counselling and the right job. Interflex maintains a unique data base which comprises 6,000 unadvertised vacancies per annum, providing the only confidential placement service.



If you are considering a move or need a new challenge then telephone 071-930 5041 for an exploratory meeting without obligation.

Interflex Plc  
Leathams Larder House,  
19 Clarendon Road,  
LONDON W2 2ES.  
Tel: 071-930 5041

## SENIOR FINANCIAL MANAGERS

### INTERNATIONAL ACCOUNTANT

This challenging position is newly created for an accountant to fulfil a wide-ranging role with a highly successful private group of manufacturing companies.

The range of assignments includes acquisitions, consolidations, regular operational reviews and appraisals and treasury management.

Candidates, probably qualified, must have had some experience of these areas and be fluent with computers. A knowledge of at least one European language will be an advantage.

The job requires a high degree of self-discipline and diplomacy, and although based in Central London entails substantial travel to Europe.

The rewards, both personal and financial, are excellent. Applicants should apply specifically for this position by sending details to: RLM, Smith, 11th Floor, The Swiss Centre, London W1V 3HG. Telephone: 071-734-9131

## Professional Interim Executives who are a credit to you

Our extensive register of exceptionally able, experienced and successful executives provides the right individual for short or long-term assignments, one-off projects or unexpected crises. Telephone Derek Mortimer on 061-335 3135.



TRIPLE A  
Triple A, 18 Lawrence Avenue, New Malden, Surrey KT3 5LY.

## Financial Controller

c. £40,000

In a highly successful Construction, Civil Engineering and Mining group, with turnover approaching £300m.

• **RESPONSIBILITY** is to the Finance Director for the provision of timely and relevant financial and management information, and the improvement of control systems.

• **THE NEED**, resulting from a new divisional structure, is for a Chartered Accountant aged early thirties with proven controller skills, seeking a stimulating and demanding environment.

Please reply in confidence, enclosing Curriculum Vitae and quoting Ref. 7330 to:-

**TK**

SELECTION

13-14 South Parade, Leeds LS1 5QS. Telephone: 0532 426767.  
Fax: 0532 426888

A DIVISION OF TYZACK & PARTNERS

## DIVISIONAL FINANCIAL CONTROLLER

North West

to £45,000, car,  
substantial benefits

Leading financial services organisation with impressive growth plans through innovative marketing and a positive commitment to customer service seeks outstanding finance professional. Key role in training, motivating and developing finance function to support dynamic executive team in the ongoing profitable development of the business.

### The Role

- Central role in commercial and strategic decision making. Total responsibility for finance function.
- Maintain and improve financial control to exacting group standards.
- Strong link with M.I.S. department in rapid development of sophisticated computer-based systems.

### The Qualifications

- Qualified accountant, aged 35 to 45. Successful track record of senior level financial management.
- Preferably experienced in financial services sector and familiar with integrated computer systems.
- Communicative self-starter with the ability to manage change. Mature and diplomatic.

Please apply in writing, enclosing full c.v. Ref. M455.



Armetyst House, Spring Gardens  
Manchester M2 1EA  
Tel: 061-834 0618  
Fax: 061-834 9123

Also at Birmingham, Leeds and Liverpool

A Division of ASB Barnett Manning Plc.

## CHARTERED ACCOUNTANT/BANKER

40, EEC National, located in Italy; extensive financial/banking/investment experience in UK, US, France and Italy; thorough knowledge of Italian regulations. Bi-lingual English and Italian, reasonable French, seeks general/financial executive position in /relating to, Italy.

Please reply to Box A272, Financial Times,  
One Southwark Bridge, London, SE1 9HL

## LETTERS OF CREDIT SPECIALIST

Our company, active in oil products marketing, is looking for a specialist in letters of credit to strengthen our operations/finance department. The candidate must have a good working knowledge of the oil industry and a minimum of two years experience within a documentary credit department of an international bank involved in oil trading.

Please write in confidence, enclosing a full CV, to: Box A998,  
Financial Times, One Southwark Bridge,  
London SE1 9HL.

150100